

EUROPEAN NEWS

Crédit Agricole to buy Château Margaux

BY ROBERT MAUTHNER

PARIS, N.

CHATEAU MARGAUX, which produces one of the five premier grand cru classe Bordeaux wines, is expected to be bought by Crédit Agricole, the semi-public bank whose main activity is to grant loans to farmers.

The sale has been approved by the French Government which, following its veto in August of a bid by National Distillers of the U.S., has been desperately looking for a "French solution" to the serious financial troubles of what is considered to be almost a national institution.

The price, however, will be

well below the Frs2m. (about \$10m.) offered by National Distillers.

According to informed sources in Paris, Crédit Agricole will pay no more than Frs50m., barely enough to cover the debts of the associated wine merchants' establishment, which like Château Margaux, is owned by the Gineestet family.

Margaux has been in the Gineestet family for five generations and the family is still reported to have reservations about the deal.

Its financial difficulties, however, are so great, following the collapse of Bordeaux prices

after their previous dramatic rise, that the family is generally considered to have no choice, hands.

Particularly now that the Government and the pool of Gineestet creditors have given their approval to the sale.

The Gineestet family is being asked to sacrifice itself for the national interest without apparent hope of financial compensation.

Yet the Government's decision to veto the sale to National Distillers cannot be seen as entirely an act of blind nationalism. The French are understandably attached to their

great vineyards and do not want them to fall into the hands of foreigners.

France has already celebrated Bordeaux vine Chateau Haut-Brion, now by the American Dillon and Chateau Latour, and the Pearson Group in 1964 the national fold.

The question now is whether Crédit Agricole has in Chateau Margaux, source to the bank indicated it did not want to keep the for very long, as the in Paris is that it will be when conditions become favourable.

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A Federally Licensed Contract Market

Crosland wants EEC wealth move

By Reginald Dale

BRITAIN would like to see much larger transfers of resources from rich to poor countries inside the EEC so as to promote "economic convergence" between the nine member countries. Mr. Anthony Crosland, the Foreign Secretary, indicated in London yesterday. The Nine would have to work out a coherent strategy to achieve this when they discussed successor arrangements to the present Regional and Social Funds during the British Presidency of the Community in the first half of next year, he said.

Mr. Crosland told a Foreign Press Association lunch that the Regional and Social Funds, though quite inadequate, were "an example of the kind of thing that we should need." Economic convergence would not exist until the Community could devise adequate mechanisms to reduce the disparity in wealth between member states, he said.

The problem of economic convergence would become "formidably more difficult" when the Community was enlarged to include Greece, Portugal and possibly Spain, Mr. Crosland said. But while pledging renewed British support for Greek and Portuguese entry, he said, Spain had not yet reached a level of democracy that would justify the country's membership.

Quakes may be first of series

UPPSALA, Nov. 8.

A SERIES of five earthquakes, stretching from China to Greece during the last two days, may be a signal of a new movement of the earth's crust which could continue for weeks or months, according to a Swedish expert.

During the last 48 hours, quakes have been recorded in Yunnan province, China, on Mindanao Island in the Philippines, in Japan, Iran and northern Greece. Although damage has been severe in several places, only in Iran have there been deaths, with 15 killed.

Dr. Marcus Bath, head of the Uppsala Seismological Institute, said today that the tremors indicated a renewal of activity which last peaked in August, when there were quakes in China, the Philippines and Italy. The activities are caused by movement of the dozen different plates which cover the earth's crust or mantle. Many experts believe these are moved by heat currents inside the earth. Reuter

German opposition urges debate on fired generals

BY ADRIAN DICKS

BONN.

THE POLITICAL storm in Bonn signed formal notices of dismissal only after Herr Leber had given written explanations of his reasons and had justified them under Article 50 of the Military Law. This allows the Minister to fire a general whom he finds in compatible with his office. His leader, Herr Helmut Kohl, accused the Government of misinforming the public.

Herr Kohl said of the dismissal of General Walter Krupinski and Maj-Gen. Karl Heins Franks that it was "no way to treat citizens in uniform." He added that "there exists not the slightest doubt about the loyalty of the Bundeswehr to the democratic constitution."

The two generals were fired a week ago by the SPD Defence Minister, Herr Georg Leber, after they had compared a notoriously right-wing former Nazi air force officer, Col. Hans Rudel, to the present SPD floor leader in the Bundestag, Herr Herbert Wehner, who was once a member of the Communist Party and spent part of World War Two in Moscow. The remark was made to journalists by Gen. Franks after he had been criticised for letting Col. Rudel attend a veterans' reunion. He said that if Herr Wehner could change his ideas, so might Col. Rudel. Gen. Krupinski concurred with this opinion.

Meanwhile, the federal President, Herr Walter Scheel, appeared to have succeeded in taking some of the bitterness out of the affair to-day. He

signed formal notices of dismissal only after Herr Leber had given written explanations of his reasons and had justified them under Article 50 of the Military Law. This allows the Minister to fire a general whom he finds in compatible with his office. His leader, Herr Helmut Kohl, accused the Government of misinforming the public.

Earlier to-day, the two generals had announced a move to sue Herr Leber before the military administrative court. They were not seeking reinstatement, in spite of their statements that they feel they stood up for free speech, but were complaining that they had been sacked ignominiously under Article 22 of the Military Law intended for persistent disciplinary offenders.

The West German Social Democrats and Free Democrats held a further round of discussions to-day on the future shape of their coalition Government, under the shadow of the increasingly precarious financial situation of the old age pension insurance system.

On the eve of the discussions, the independent panel, which keeps a watching brief over the social security machinery, warned the Government for the second time in a month that it could not both keep its promise to raise pensions by 10 per cent. next July and also avoid a new increase in contributions. According to the panel, the up of employers' and trade union representatives and academic

experts, average wage of 8 per cent a year and unemployment of 2.5 per cent during the next year would lead to a deficit of about DM350m. out of its total of about DM180m. bet and the end of next year DM180m. that would leave in the kitty pension entitlements more than three months' building up. Although this situation was mentioned during the campaign, when all parties repeated their intent to increase pension July, as required by law, that adjust the automatically to mal inflation.

Faced once again reality of the prob Helmut Schmidt and Herr Hans Dietrich have a difficult choice as they prepare for period of office and it Government program delivered in mid-October. Either they must raise pension charges or they must raise the level of the average worker's gross income, courses of action open to them open to attack.

Sino-Soviet gap is wide on ideology

BY DAVID SATTER

MOSCOW, Nov. 8.

THE Soviet Union has received a message from the Government of China on the 50th anniversary of the October Revolution that is marginally warmer than similar messages in the past, but indicates that the Chinese are not ready to resolve the ideological differences which have divided the two countries for the last 20 years.

The unsigned message, sent to the Government of the Soviet Union, spoke of "revolutionary friendship with the Soviet people" and offered "ardent congratulations" on the anniversary of the Revolution. Its most significant feature, however, was the absence of any

reference to the Sino-Soviet border dispute. Last year's message, tied "practical steps" towards the resolution of the dispute to any improvement in Sino-Soviet relations.

The message this year, which was signed by the Soviet news agency, Tass, suggests that the Chinese have softened their approach slightly in the face of conciliatory gestures by the Soviets since Mao's death. But by stating that "questions of principle should not hinder the development of state-to-state relations" it indicates that the Chinese still have every expectation that ideological differences will remain.

Turks seek EEC accord

BY METIN MUNIR

ANKARA, Nov. 8.

TURKISH Foreign Minister, Mr. Ismail Sabri Caglayangil, to-day requested here that a Turkey-EEC summit meeting be held before the end of the year to resolve differences between the two sides.

The Turkey-EEC Association Council, composed of the Foreign Ministers of the Nine and of Turkey, and constituting the partnership's summit, has had to be postponed twice this year because no grounds for compromise could be found. Deadlock has arisen because the Community is refusing to meet fully the Turkish request for concessions, including freer Turkish agricultural products to the Nine, the gradual free circulation of migrant Turkish workers in the 19 January, Turkey should community, bigger credits, and then reduce its tariff barriers.

EEC proposals were found by Ankara to be "totally inadequate and unacceptable." In response to Mr. Caglayangil, the EEC indicated that it was not planning to be more generous in its concessions, and did not favour a summit by the end of the year.

A crisis may come with or without a summit, because within a few months, both Turkey and the Community must implement measures under their agreements to make Turkey a full member before the end of the century. Next month, the Community must start the 10-year period during which free circulation of migrant Turkish workers is to be accomplished. In January, Turkey should community, bigger credits, and then reduce its tariff barriers.

OECD prices up slightly

PARIS, Nov. 8.

CONSUMER prices in countries which are members of the Organisation for Economic Co-operation and Development rose 0.3 per cent, compared with 11.2 (OECD) increased 0.3 per cent, for all of 1975. The 10 September, up from 0.5 in August, reflecting the incidence period was recorded by the major increases in public land with 0.3 per cent, and the charges (principally rail fares) biggest, with 31.8 and electricity in Japan, the per cent.

The 12-month increase in OECD said to-day. The major member countries were: West Germany, 4 per cent, the U.S. 5.5, Canada 6.5, Japan and America and Europe, the rise in Japan was 2.7 per cent, compared with minus 0.3 per cent, in August.

In September, consumer prices in North America were below average, helped by continued stability of food prices. In Europe, there were wide disparities, reflecting the timing of administered price increases, including index changes, seasonal food prices and the impact of exchange rate developments, the OECD added.

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Cyprus ra in protest Turk force

NICOSIA

THOUSANDS of Greeks demonstrated here in protest against the United Nations delay in the future of the island. Shops, offices and Greek-held parts of the city to ensure a mass gathering in the square.

The rallies express the lack of progress in the UN calling for the withdrawal of Turkish troops from the part of Cyprus and the refugees who left during the 1974 invasion. Speakers also called Secretary-General K to begin to take practical steps, including the Greek-Cypriot of the UN, headed by Minister John Christou, sounding out opinion on a call for sanctions against the support, countries.

Earlier to-day Greek President Archbishop told student demonstrators confident of a "g tion" from to-day's UN General Assembly committee.



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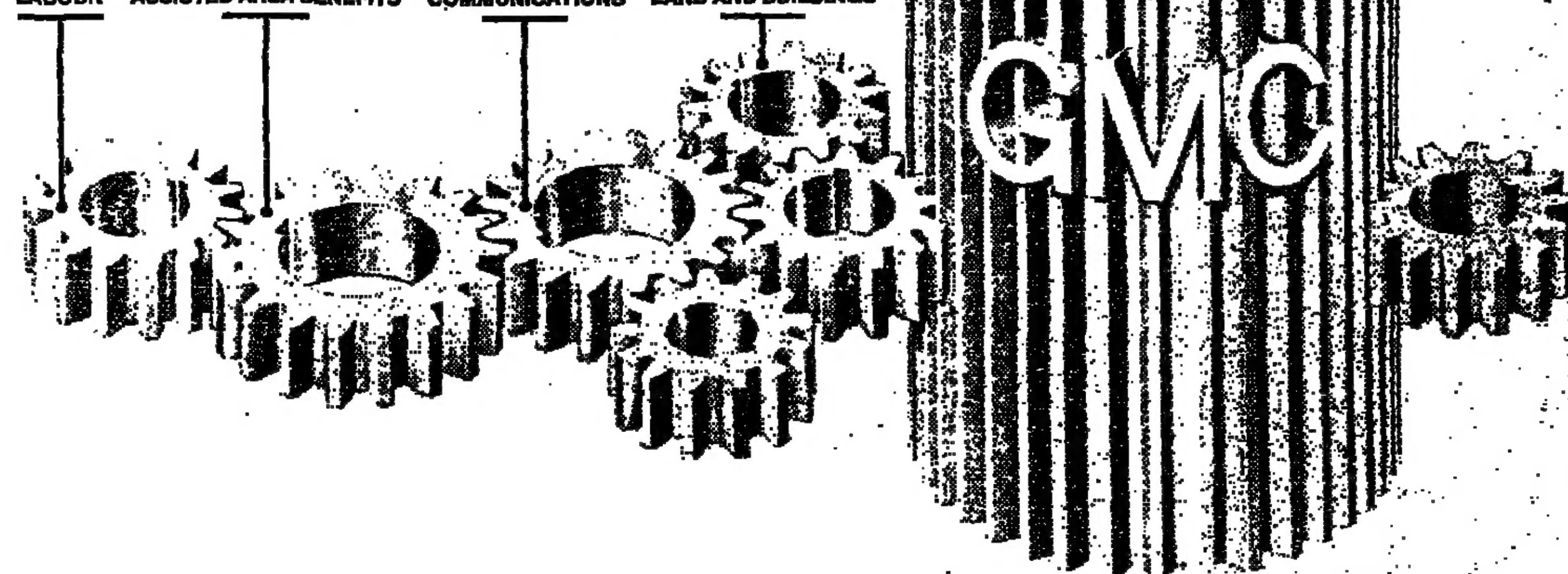
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AMERICAN NEWS

Northrop ponders Iranian offer to fund jet fighter

BY DAVID BELL

WASHINGTON, Nov. 8.

A MAJOR American defence contractor is considering a partnership agreement with Iran under which that country would help develop a new land-based version of the F-15 fighter currently under development for the U.S. Navy.

Under the proposed deal Northrop Corporation would rely on some \$250m. of Iranian money to help defray the cost of converting the aircraft to land use and would then sell the Iranians about 250 of the jet fighters at a cost of about \$40n. Such a deal would help keep down the unit costs of the U.S. Navy's F-15s, would sharply reduce Northrop's costs and please the Iranians.

New tax moves on Arab boycott

WASHINGTON, Nov. 8.

THE U.S. Treasury has issued "guidelines" which show companies participating in the Arab boycott of Israel when they will lose certain foreign tax concessions under a new tax law.

The guidelines, which run to 90 pages in typed form, will be published soon in the Federal Register, the Treasury said.

The guidelines are in the form of questions and answers on typical hypothetical boycott situations.

Under the new law, companies that take part in the boycott lose part of three tax benefits: the foreign tax credit, the tax deferral on overseas earnings and the domestic international sales corporation, or Disc, benefit for exports. The law took effect last Wednesday, and the regulations generally cover agreements to take part in the boycott made after Wednesday and those made on or before Wednesday that continue after Wednesday.

Court parries abortion issue

By Jurek Martin, U.S. Editor

WASHINGTON, Nov. 8.

THE U.S. Supreme Court this morning declined to be drawn into the controversial subject of Federal payments for abortion operations.

What the court actually did was to refuse to overrule a lower court verdict which found unconstitutional an Act of Congress passed just before the elections that would have prohibited the Government from using Medicaid money.

There is an aptness to the court's decision, since in Washington today the National Conference of Catholic Bishops is beginning a four-day convention.

The bishops were assiduously wooed by both candidates in the Presidential election, especially by Mr. Ford, whose views they thought were more in sympathy with their position than Mr. Carter's.

Mr. Carter had said that though he personally opposed abortion he would not support a constitutional amendment to ban it. Mr. Ford said that he thought the individual States should have the right to make up their own minds on the subject.

The bishops, of course, are on record as favouring a constitutional amendment and though they protested their political impartiality in the election, the Republicans made much of what they tried to portray as an implicit endorsement of President Ford's stand.

In the event, it would appear that this highly emotional issue was but a small factor in determining the Presidential contest. Mr. Carter took about 57 per cent of the Catholic vote, which is low for a Democratic candidate. In the past, Democrats have been able to bank on 60 per cent or more.

UAW sets GM November 18 strike deadline

BY STEWART FLEMING

NEW YORK, Nov. 8.

WITH CONTRACTS agreed at two of the big three car manufacturers — Ford and Chrysler — the United Auto Workers (UAW) announced today that they would strike against General Motors if a settlement is not concluded by midnight November 18.

The UAW reached a settlement for a new three-year contract with Ford early in October. The pattern established with Ford, which included wage and benefit increases of about 35 per cent over the life of the agreement, was followed on Friday at Chrysler. There an agreement was announced minutes before the 6 p.m. deadline.

General Motors, the biggest of the car manufacturers, should be the final hurdle for the UAW, whose strategy has been to isolate the company by settling first with its competitors.

Mexico is undergoing its most serious crisis of confidence since the student riots in 1968



Sr. Luis Echeverria

The final days of President Luis Echeverria

BY ALAN RIDING, MEXICO CORRESPONDENT

political agitation. As a result, money continued to leave the country.

Despite the collapse of the peso, which is now floating and has been effectively devalued by over 50 per cent in two months — the economic problems alone are not insoluble. The International Monetary Fund, the U.S. Treasury and commercial banks have all shown themselves willing to lend money to get Mexico out of the crisis.

Lopez Portillo himself has indicated privately that two years of austerity, particularly in government spending, will be needed to place the economy back on an even keel. New oil discoveries should soon be reflected in increased petroleum sales abroad and improved payment figures.

But the economy cannot be looked at in isolation. It is also to revive economic activity and both international and domestic confidence.

Mr. Lopez Portillo must make peace with the private sector. More than reviving any specific measures adopted by the Echeverria administration, however, he must establish a dialogue with bankers and industrialists and abandon the anti-business rhetoric that has pervaded official pronouncements during the past six years.

The search for a new policy must evidently go from decreasing wage increases to encouraging private investment. Not to do so, above all during a period in which Government spending is being held back, will bring a deeper economic slump, higher inflation, widespread new unemployment, and consequent political unrest.

Yet such policies will also bring serious political problems. The incoming President is still without a political base of his own. Sr. Echeverria has in effect lent Sr. Lopez Portillo his political power. In order to get away with controlling wages and reducing Government expenditure in the countryside, the new President will have to lean on Sr. Echeverria, and his followers who still control the principal labour and peasant organisations. There is no indication that Sr. Echeverria is willing to support such a swing in the new quarrels with conservatives at home and with the U.S. abroad.

Even his seemingly generous gesture of devaluing the peso on August 31 in order to spare Sr. Lopez Portillo the need to have to do so himself a few months later failed to restore economic confidence because it was accompanied by large wage increases, confused monetary policies, and

reported to have again like to

the tumbling peso.

If after 22 years of stability, the country's structure can be seen vulnerable, Mexicans as themselves just how re the buttresses support monolithic facade of stability?

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U.S. production rise quickens, survey shows

NEW YORK, Nov. 8.

THE RATE of increase in U.S. production improved in October for the first time since April, the National Association of Purchasing Management said.

According to its monthly survey, 28 per cent of agents responding said that production was better in October, up from 22 per cent in September, while 27 per cent said that new orders were improving, the same percentage as in September.

The rate of rise in new orders had been dropping since April and the fact that it held steady last month gives some small cause for hope, the survey said. Reuter

Overall, however, the agents said business "continues to pick along at the sluggish pace of the last two months."

Inventories dipped in October for the second straight month, the purchasing agents said, with 26 per cent, the highest since January, reporting lower stocks compared with 22 per cent in September.

The 15 per cent reporting higher inventories is the smallest of the year, the survey noted.

"Conservative buying policies continue in vogue," the report said, as a further shift to 30-day and "even hand-to-mouth" order placement and away from 60 and 90-day orders occurred.

cause for hope, the survey said. Reuter

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Mayors meet to draw up urban priorities blueprint

BY JUREK MARTIN, U.S. EDITOR

WASHINGTON, Nov. 8.

MORE THAN 100 mayors of America's major cities were meeting in Chicago today to draw up a blueprint of urban priorities to be presented to the incoming Carter administration.

Generally, the mayors are pleased with Mr. Carter's victory, many of them, such as Mr. Beame of New York, Mr. Bradley of Los Angeles, Mr. Flaherty of Pittsburgh, Mr. Rizzo of Philadelphia and Mr. Daley of Chicago, were among his more notable supporters and some of them played critical roles in his victory.

However, their backing was more a reflection of the fact that a Democratic administration was always likely to be more sympathetic to their cause than a Republican one.

Mr. Carter had pledged to the cities, because he never made any.

Mr. Carter has sent Mr. Howard Samuel, a prominent New York Democratic politician, to Chicago to attend the meeting and he has been very careful not to raise too many hopes.

Before Mr. Carter endorses any urban programmes, Mr. Samuel said, "He's got to know how much a programme will cost, how it's going to be run and how it's going to be audited."

Mr. Carter would not "simply throw money" into the city's coffers, he added.

Nonetheless, Mayor Beame has already talked to Mr. Carter about New York's needs and claims to have received a satisfactory response. This prompted a nice little rally on Friday in the bond issue of the New York Municipal Assistance Corporation.

It is also possible that Mr. Carter will reach into the mayoral ranks for a senior Government appointment. One obvious candidate for such a post would be Mr. Thomas Bradley of Los Angeles, not merely because of his abilities, which are considerable, but also because he happens to be black.

According to Mr. Kenneth Gibson, the black Mayor of Newark, New Jersey, "We're not talking about what the mayors want, we're talking about what the people need."

Mr. Gibson, another who could well be on Mr. Carter's appointments, shortlist, called for increased federal aid to alleviate inner-city unemployment and more assistance for transport, housing and health.

The cities would also look for a federal takeover of welfare funding, which currently represents a severe drain on their local budgets.

December election in Grenada

The Grenada Government

called general election December 7, the first island gained full independence from Britain in 1974.

Mr. Prime Minister, Gairy, leads the ruling United Labour Party.

Mr. Gairy is expected to win the election. Since then, two of his members signed on the party list in the House of Representatives as independent members.

The main opposition party will come from the National Party and the People's Party, led by Premier Mr. Herbert.

Mr. Gairy is the left-wing New Jew ment. The New Jew ment, under an "in leadership, has been Gairy's Government with a vocal opposition but is the polls for the 31.

Most observers believe it will be returned to Gairy's Government, which have already emphasised possibility of election to the Government.

Bahamas 'flag of convenience' mo

Legislation that would allow the Bahamas to become a "flag of convenience" nation, approved by Parliament Nick Kelly in Nassau.

Merchant Shipping. A limit on the number of years-old or less, require British standards be met by the American Bureau of and their equivalents in Western Europe.

Japan have been approved all application Government expects to register ships with basic national flag and industry after tourism at the.

Simethicone disp

The Supreme Court has to get involved in an anti-trust case involving American Incorporated and Products over simethicone used to treat infant AP-DJ reports from Was

Canadian tourists

Although the Olympic Games were expected to be a boon for Canada's industry this year, the influx of tourists to Canada is trailing last year's pace. AP-DJ reports from Montreal

OVERSEAS NEWS

fierce fighting reported in southern Angola

FIGHTING involving warplanes was reported in southern Angola with thousands of black refugees streaming across the border from Angola into Namibia (South Africa).

Government troops had an all-out offensive against the rebel forces of the Total Independence of Angola (Unita).

One of the ruling Popular Movement for the Liberation of Angola (MPLA) were combining urban forces and guerrillas in South West Africa's Organisation (Swapo).

According to the refugees, one of the nation's forces defeated by the and Soviet-backed MPLA this year in Angola's civil war.

With African Government here said the refugees is that aircraft, tanks and guns are being used and the fighting is in the towns and in the

official said that about 8,000 black refugees had crossed the



OSHAKATI, Namibia, Nov. 8.

forces taking over small towns and villages. Firing could be heard from the war zone.

The reported offensive began as Angola prepared for celebrations on Thursday to mark the first anniversary of its independence from Portugal.

Unita, led by Dr. Jonas Savimbi, has recently stepped up its hit-and-run guerrilla campaign in southern Angola where, according to observers, it enjoys considerable popular support.

Dr. Savimbi, an experienced bush fighter, led his nationalist movement in the Angolan forests for more than seven years against the Portuguese colonial regime. After Unita's defeat in the civil war, he and his commanders expressed confidence that they could wage a similar guerrilla war against the MPLA and its Cuban allies.

One Lusaka correspondent writes: "The Angolan Government today denied reports of fighting between Unita and 'MPLA-Cuba-Swapo combined forces' but claimed South African forces have been shelling southern Angola over the past few days in the hope of hitting Swapo guerrilla camps."

In Oshakati, a few miles south of the Angolan border, South African troops were reported to have seen Cuban

THE CONFERENCE ON NAMIBIA

Turning point at the Turnhalle

BY JOHN STEWART

REPORTS of heavy fighting in Southern Angola appear to reflect internal problems in that country although Swapo, the Namibian guerrilla group, may also be involved. This has cast a cloud of uncertainty on the South African-sponsored constitutional conference on Namibia (South West Africa) which reconvenes today. Even before the reports of the fighting and of thousands of black refugees fleeing across the border into Namibia, the unity of the conference was expected to be severely tested when the 156 delegates reassembled in Windhoek to finalise proposals for the early establishment of a provisional government for the territory.

The constitutional model adopted for the interim Government will closely resemble the independence constitution upon which it will be based. When the constitutional committee adjourned on October 22 it said top priority would be given to the establishment of a provisional Government in the new year. The leader of the white delegation, Mr. A. J. Plessis, who heads the Namibian equivalent of South Africa's ruling National Party, said that testing the acceptability of the provisional and independence constitutions adopted during the final session of the conference in 1975 would be left to the 12 ethnic groups represented at the conference.

He intimated that the white group would probably hold a referendum early in the new year. If all groups endorsed the constitutional proposals adopted by the conference in the Windhoek Turnhalle the South African Government would prepare the necessary legislation to give them legal sanction. Departments of State currently administered in Pretoria would be transferred to Windhoek—with the exceptions of police, defence and foreign affairs.

Mr. du Plessis' announcement was received with excitement in

the South African and Namibian Press, but most observers overlooked important facts which could harm the credibility and influence of the conference. In the minds of most black and white Namibian traditionalists, the conference has developed into a highly-political force, the strength of which not even Swapo, the independence movement, underestimates. Swapo is not represented in the Turnhalle.

Most observers overlook three factors: the lingering feelings of suspicion, insult and hurt among black delegates who cannot come to terms with the depth of the racial prejudice betrayed by a white member of the constitutional committee, Mr. Ehan van Zyl, in a racist slur cast on a black colleague a few days before the adjournment on October 22; the determination of black Namibians at the conference not to allow themselves to be herded into a constitutional agreement providing for maximum decentralisation of (ethnic) power; and the position of Swapo, the internationally-recognised South-West Africa People's Organisation, whose presence and influence hang for biddingly over proceedings at the Turnhalle.

The van Zyl incident will not wreck Turnhalle (the insulted black parties have accepted his somewhat belated apology). But it may have been a tacit condition for the continued participation of the Damara, coloured, and Tswana delegations in the conference, a non-specific commitment may well have been given by the chairman of the constitutional committee, Mr. Dirk Mudge, a respected Afrikaner nationalist, to work van Zyl into a position of secondary influence.

But Turnhalle's sternest test will come when the constitutional committee puts its proposals to the test in plenary session on November 9. The committee agrees broadly on a

three-tier system of local, regional and national authority in a unitary state. Although details have yet to be finalised, it appears that the first and second levels of government will be elective, with the regional (ethnic) authorities, of which there will be 11, appointing representatives to the National (federal) Assembly.

In agreeing to this outline, the 11 delegations implicitly acknowledge a substantial degree of

the idea on the grounds that it is contrary to the spirit of Turnhalle's declaration of intent which includes the phrase "mindful of the interdependence of the various population groups and the interests of South West Africa in its entirety to create a form of government which will guarantee to every population group the greatest possible say in its own and national affairs."

Put in another way, this means that the status quo, in which

their determination to get a constitution concentrating maximum power in the national level of Government.

A delay in constitutional progress at this stage would not necessarily benefit the group currently in control in Namibia. With Swapo effectively out of the picture at this stage from choice, the Turnhalle sponsors would like to see a provisional Government grow out of the conference as quickly as possible to negotiate with Swapo when the time comes.

If the conference breaks down, an alternative force will have to negotiate with Swapo. That power will have to be Mr. Vorster. However, if he persists with his refusal to talk to Swapo, the war across the Angolan and Zambian frontiers will intensify.

Swapo rejects Turnhalle as a representative negotiating body, preferring instead to talk to the South African Government as the de facto "administrative, occupying power." Few Turnhalle delegates dismiss Swapo as irrelevant—many maintain personal contact with Swapo representatives. Windhoek observers by no means exclude the possibility that, given favourable conditions, many Turnhalle blacks would join Swapo. Last week three clans or sub-groups of the Nama group announced support for Swapo.

Mr. Daniel Tjongsarero, Swapo director of publicity and information in Windhoek, concedes the Turnhalle has gathered support in the past year, but questions the conference's credibility and good faith: "They have been deliberating for more than a year and in spite of a commitment to eliminate racial discrimination hardly anything has been done to improve the condition of black people. Their resolutions are pure cant."

If the conference breaks down, an alternative force will have to negotiate with Swapo. That power will have to be Mr. Vorster. However, if he persists with his refusal to talk to Swapo, the war across the Angolan and Zambian frontiers will intensify. That Mr. Vorster they will not give ground in can ill afford.

frikaaner doubts on blacks

DUR OWN CORRESPONDENT

HER influential white ally, Dr. Willem de Klerk, Minister of Education and Science, has added his voice to call for greater political participation between black and white in South Africa. Speaking at a private gathering of business leaders in Johannesburg, he is reported to have pressed for emphasis on common interests, interdependence and racial harmony. On the political side, this means there would be "joint responsibility" for "matters of common concern." This did not mean an integrated parliament after "multiracial conventions which take place by consensus" at the week-end, the

editor of Die Burger, Mr. Piet Cillie, called for a "common constitutional structure" for whites and blacks "who have no authentic prospects of full citizenship in their own states."

Mr. John Vorster, the Prime Minister, in a week-end interview with CBS television, repeated the black rights must be limited for all time to the Bantustans, which comprise only 13 per cent. of South Africa. Clearly, all National Party supporters are thinking alike.

The conflict inside Afrikaansdom is all the more relevant because the cabinet investigating committee now trying to find ways of modifying the constitution to make it more suited to the government's view, to the com-

JOHANNESBURG, Nov. 8.

plexities of South Africa's racial make-up.

One widely discussed idea is to have an executive head-of-state presiding over an "umbrella" cabinet drawn from members of the White Cape Town parliament, the Indian Council, the Coloured (half-caste) Council, the still-to-be-formed African municipal councils and the non-independent Bantustans, with decisions being taken on the basis of consensus. Details are few, however (how, for instance, would the executive head-of-state be elected?) and until something emerges from the cabinet's investigating committee (chaired by the Minister of Defence, Mr. P. W. Botha), the opposition remains sceptical.

Australian exports lowest since May

KENNETH RANDALL

ALIAN EXPORTS last at SA\$963m. (about \$1.1 billion) were the lowest since according to the official figures issued today. But the account continued in the extent of SA\$141m. (about \$1.4 billion) in imports, at SA\$763m. (\$869m.) were in line with and of recent months in value but, with seasonal factors, were 8.3 per cent. higher than those for September. On the same basis, were 0.3 per cent., which is the monthly change in the 10 years.

Australian trade surplus for the first four months of the year now totals SA\$683m. (\$754m.). It was SA\$467m. (\$537m.) at the same stage last year but the figures are not comparable because of intervening changes in the system of valuation of imports.

Latest results give timely

point to the appointment today of the Australian Government's first Minister for Production, Mr. Ian Macpherson, a Victorian Liberal Party MP elected to Parliament only in 1974. Mr. Macpherson was previously director of the Victorian Chamber of Manufacturers.

Announcing the formation of the new Department yesterday, the Prime Minister, Mr. Malcolm Fraser, said it would seek to benefit industry in two main ways: by reducing costs on the domestic scene and by assisting Australia's competitive position overseas.

The new Department will draw under its aegis sections of the existing Departments of Employment and Industrial Relations, Industry and Commerce, and Business and Consumer Affairs, plus the materials handling branch of the Bureau of Transport Economics. It will also work closely with the Commonwealth

Scientific and Industrial Research Organisation and the Defence Science Laboratories.

Industry and Commerce Minister, Senator Robert Cotton, said many Australian manufacturers, under the cost pressures of the past two years, had sought to maintain profit levels through higher prices.

The biggest of the cost pressures on manufacturing, he said, was wages. Hourly earnings in manufacturing rose by almost 35 per cent. in 1974 compared with the OECD average of 15 per cent.

"I think there are few Australians who do not realise that the Australian worker is in danger of pricing himself out of a job."

AP-DJ adds: New capital expenditure by private business in Australia in the six months to December is expected to rise only 3 per cent. compared with a 7 per cent. rise in the June half year.

Marcos sacks 7 military

MANILA, Nov. 8.

President Marcos today sacked 327 personnel in one of the mass dismissals of the Armed Forces since martial law declared four years ago.

Government announcement he ordered to Defence Secretary Juan Ponce Enrile to 19 officers and 308 men for misconduct in the number of military personnel weeded out since law to 1,604.

Most common offences, 12 to the communiqué, were "disobedience, insubordination, and firing weapons under the influence of

Syrians start 'peace' role

BEIRUT, Nov. 8.

SYRIAN TROOPS, their trucks roughly smeared with Arab League white paint, have begun their new peacekeeping role in Lebanon.

About 10 men were deployed under cover of darkness in Left-held territory in the mountainous east of Beirut. Their officers said today they were ready to fight either side to stamp out violations of the 19-day-old ceasefire in the civil war.

The peacekeeping force is eventually supposed to number 30,000 men and include contingents from a number of Arab countries, but the Syrian Army, which was fighting on the Right-wing Christian side less than a month ago, is expected to form the backbone of the force.

The Syrian soldiers in the first deployment crossed the battle lines just east of Left-held Aley during the night. Guided by Palestinian commandos, they moved through Aley and took up positions on the slopes below

the town, overlooking the main Beirut-Damascus highway at a point where Left-wing and Right-wing gunmen face each other about 200 yards apart.

In Beirut, heavy artillery shells slammed into residential areas. The shelling was relatively light, after a week in which true violations in Beirut had mounted steadily.

Arab League secretary-general Mahmoud Riad arrived in the city meanwhile, for talks with President Elias Sarkis and other Lebanese leaders. The President appealed last night for an end to the fighting.

Deployment of the Arab League force has been a week behind the schedule approved as part of an Arab peace plan at summit meetings in Riyadh and Cairo last month. There was no official word when the first peace force moves would be followed up with a major deployment of forces, or when the peacekeepers would move into Right-held Beirut.

ON OTHER PAGES

Small Company News
and for Irwin
Companies
dealing in
and Raw Materials
in timber demand
sales to Russia

ORNES FESTYLE KIT



Labour unrest in Israel

BY OUR OWN CORRESPONDENT

THE ISRAELI Government struggled today to preserve some semblance of its austerity wages policy, as more than 100,000 public sector workers either struck, staged go-slow actions or threatened walkouts.

Finance Minister Yehoshua Rabinowitz warned that the economy "stands on the brink of the abyss" unless the Government could regain the support of the usually submissive Histadrut, the national trade union federation in holding back the rising swell of wage and benefit demands.

A ministerial committee spent the night considering the reversal of an earlier decision to grant civil aviation workers special allowances in advance of a promised pay rise.

The precedent has set loose a flood of parity demands by Tax

Department workers and other civil servants.

The Labour Minister, Mr. Barak, issued compulsory back-to-work orders against several dozen engineers in vital posts, and gave tacit warning of further resort to the Government's emergency powers.

Meanwhile, Prime Minister Yitzhak Rabin has indicated that Israel is not yet prepared to sign the nuclear non-proliferation treaty although it will not be the first state in the Middle East to introduce atomic weapons.

UPI reports from Nairobi: Israel today won a key victory to end its "second-class status" in the United Nations despite continuing opposition from the Soviet Union and Arab states.

Unesco's general conference agreed that only European nations should vote on Israel's application to join the organisation's European region. This device will virtually assure Israel's acceptance.

Look behind our numbers and you'll see our resources.

REPUBLIC NATIONAL BANK OF NEW YORK

Consolidated Statement of Condition
September 30, 1976

ASSETS	
Cash and due from banks	\$ 65,916,166
Interest bearing deposits with banks	374,693,824
Precious metals	22,816,312
Investment securities:	
U.S. Government obligations	90,384,867
Obligations of U.S. Government agencies	56,634,115
Obligations of states and political subdivisions	108,193,202
Other	69,040,956
Total investment securities	319,252,240
Federal funds sold	37,000,000
Loans, net of unearned income	794,598,566
Less allowance for possible loan losses	(11,751,911)
	782,846,655
Customers' liability under acceptances	86,944,431
Bank premises and equipment	13,699,671
Accrued interest receivable	38,580,980
Other assets	39,132,517
Total assets	\$1,780,882,401
LIABILITIES	
Deposits	\$1,453,583,322
Federal funds purchased and securities sold under agreement to repurchase	10,000,000
Other liabilities for borrowed money	13,722,614
Acceptances outstanding	87,423,031
Accrued interest payable	77,938,994
Other liabilities	83,308,204
6 1/4% - 8% Notes	808,000
STOCKHOLDERS' EQUITY	
Common stock	21,482,080
Surplus	1,640,541
Surplus representing convertible notes payable assumed by parent corporation	2,364,000
Undivided profits	1,255,156
Total stockholders' equity	25,741,777
Total liabilities and stockholders' equity	\$1,780,882,401

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balance sheet. Business Week's 1975 Annual Survey of Banking Performance shows that, among the top 100 banks, we rank second in rate of increase of deposits and first in return on average assets. So, of all our resources, we feel our people are our most important resource. They make our performance possible. Get to know them better.

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“Just how long-term is ITT’s commitment to Britain?”

Although there were some tentative signs of business recovery in the UK earlier this year, the underlying lack of confidence in Britain’s economic future persists.

At a time like this a multinational company like ITT might well be expected to be re-thinking its long-term commitment to Britain and considering alternative countries for investment.

But it isn’t.

On the contrary, ITT’s commitment to Britain is, if anything, deeper now than ever before.

For example, during 1974 and 1975, ITT invested no less

than £30 million in British research and development alone.

This year’s investment should bring the three year total to upwards of £47 million.

Significantly, several projects have been undertaken in the sure knowledge that there is not the remotest hope of recouping their costs before the mid 1980’s.

The implications of such a policy are clear.

ITT didn’t become successful by planning a new product or service and then not being around to reap the reward when it was launched. And now is no time to change the habits of a lifetime.



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You may well still be in time to treat him to a Peugeot 604.

The 604 is a spacious, beautifully appointed luxury motor car and it's because of this, that an increasing number of discriminating motorists now choose it.

In a recent road test comparison, for example, the highly critical 'Car' magazine pitted our Peugeot against the Jaguar XJ3.4 and BMW 528.

Overall, their choice was the Peugeot.

Of the handling and roadholding they said it "combines a similarly outstanding ride to that of the Jaguar with marginally greater roadholding in the wet."

They went on to describe the power-assisted rack and pinion steering as having "a delicious precision feel to it, making the car feel eminently driveable."

Orthopaedically designed seating, outstanding legroom in the back and high rear roofline caused 'Autocar' to comment "all told, the 604 surely offers about the best back seat comfort one can buy, second only to the Silver Shadow."

For all its armchair luxury, the 604 is hardly lacking in performance.

The 136 bhp V6 engine whisks the car to

118mph while returning fuel consumption figures of up to 23 mpg.

The specification is no less than you would expect from a car in this class.

All models have four electrically operated windows, subtly tinted glass all round, an electric sunroof, superb quadruple halogen headlights and power steering.

Individual rear interior lamps, head restraints, convenient inertia reel seat belts and a quartz crystal clock can be taken for granted.

Prices begin at £5,571 for the manual gearbox model and run to £6,683 for the automatic 604SL complete with hide upholstery and air conditioning.

(The air conditioning option may mean your chauffeur will have to wait till after Christmas for delivery).



Prices correct at time of going to press.

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- ☐ I would like details of diplomatic sales and personal export.

(Please tick which is applicable.)

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Address _____

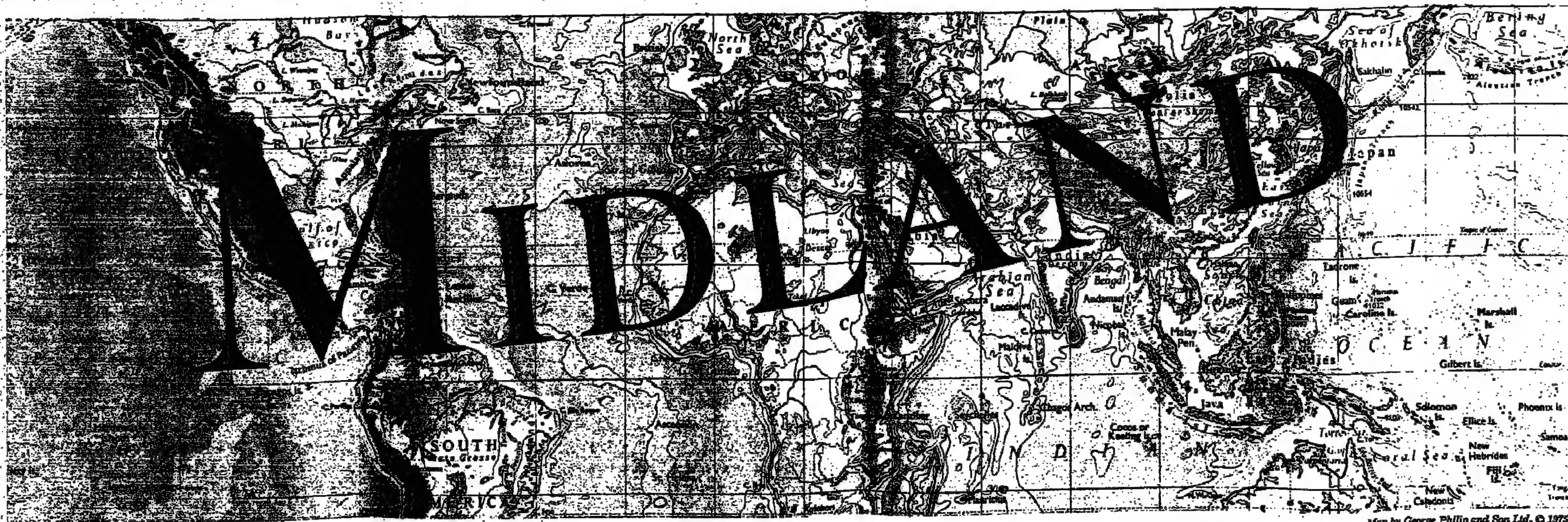
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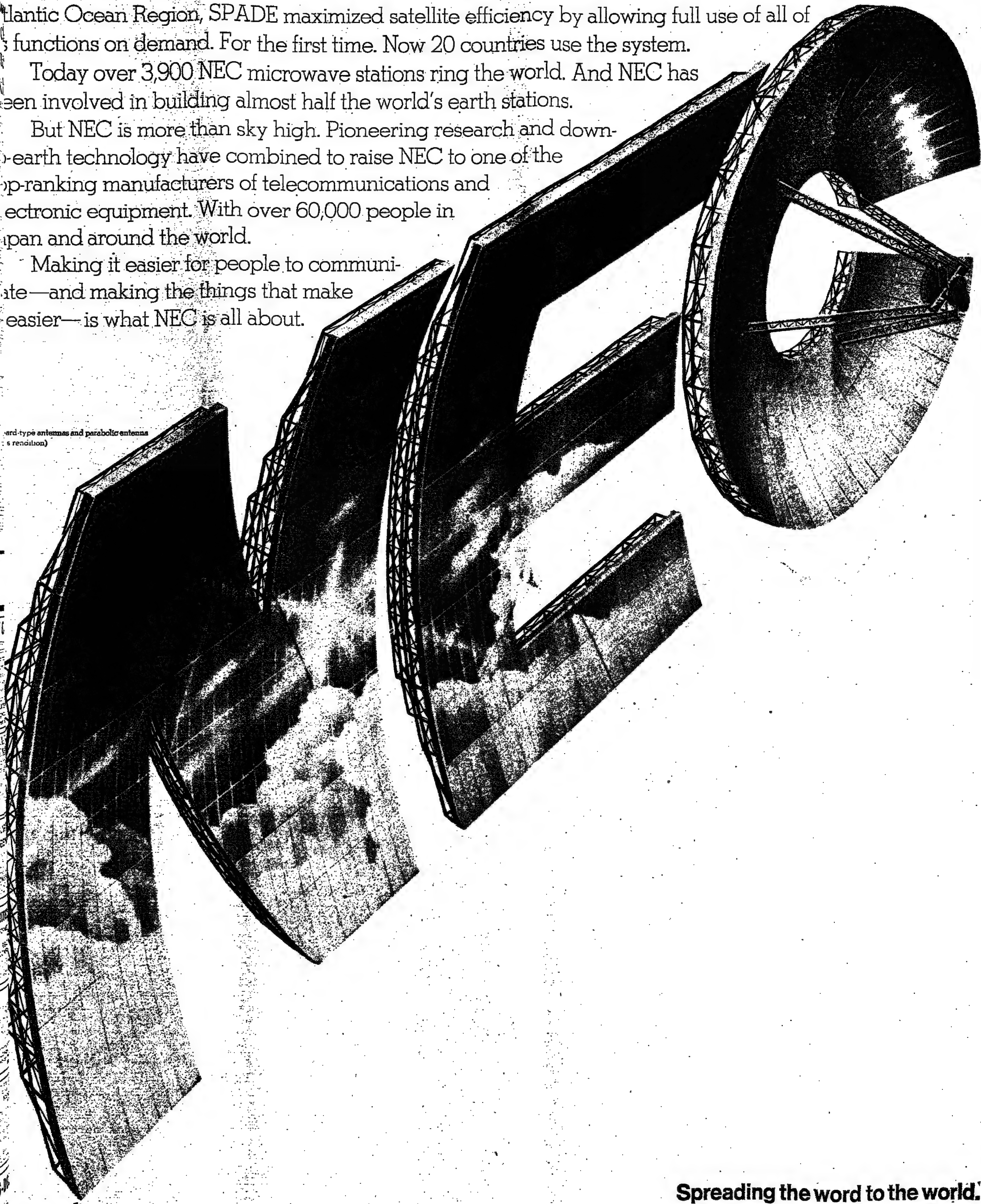
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ward-type antennas and parabolic antennas (a rendition)



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The Management Page

EDITED BY JOHN ELLIOTT

JOHN WYLES profiles a shipping company which has diversified rapidly and added a variety of activities to its famous Blue Funnel Line

How student princes led Ocean away from the sea

OCEAN, intellectually self-confident, puritanical in its ostentation—the profile of a man who has sat comfortably on the throne of many a successful business for 30 years. Although it is now the second largest shipping company with interests in property in Singapore, high street grocery in the U.K., Ocean remained remarkably true to its roots in Liverpool for more than 100 years ago by John Wyles.

Two brothers founded the Steam Ship Company, its famous Blue Funnel line, to put steam ships into the trade and in the process confounded experts who claimed that steam ships would never be a space for cargo and passengers. But the Holts did not believe in the correctness of their approach. Ocean's style is not radically different 111 years later. "We be fuddy duddy but by we get it right more often than most other companies," is a phrase which permeates the corridors and cavernous rooms of the company's Liverpool headquarters.

Prognosis
Sense of superiority feeds a sense of arrogance which through the company but is kept under control. It after all, threatens relations with important business men. In some ways Ocean goes to the other extreme, referring what one executive calls a "Liverpoolian" "hairiness" to the trappings of success. Its executives are encouraged to travel in class on the railways, to include a Rolls-Royce, relative deprivation has a pernicious effect on the self-

confidence of Ocean's management, which flows very strongly from the broadly successful experiences of the past 11 years. In 1965 Ocean was still recognisable as the company founded by the Holts 100 years before and was drawing more than 95 per cent of its earnings from liner services to the Far East and Australia. But under the impetus of containerisation and its part in the formation of the Overseas Containers Limited, Ocean rapidly embarked on an extensive programme of diversification. This has carried it into offshore supply services, bulk carrier shipping, international air freight and most significantly, through the takeover of William Cory and Sons, into oil and solid fuels, and groceries distribution, tugs and lighterage.

The company has been steered through this period of phenomenal change by Sir Lindsay Alexander who is closer to being a public figure than any other in the shipping industry. Alexander joined Ocean in 1947 with a distinguished war record and an Oxford first behind him.

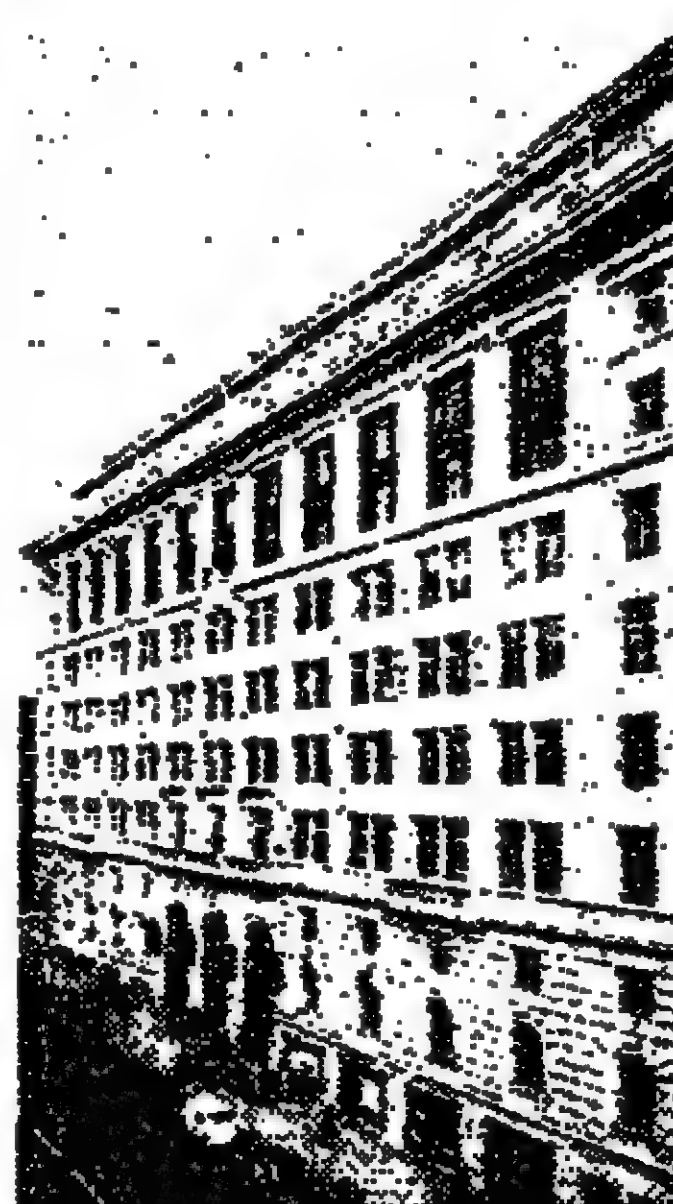
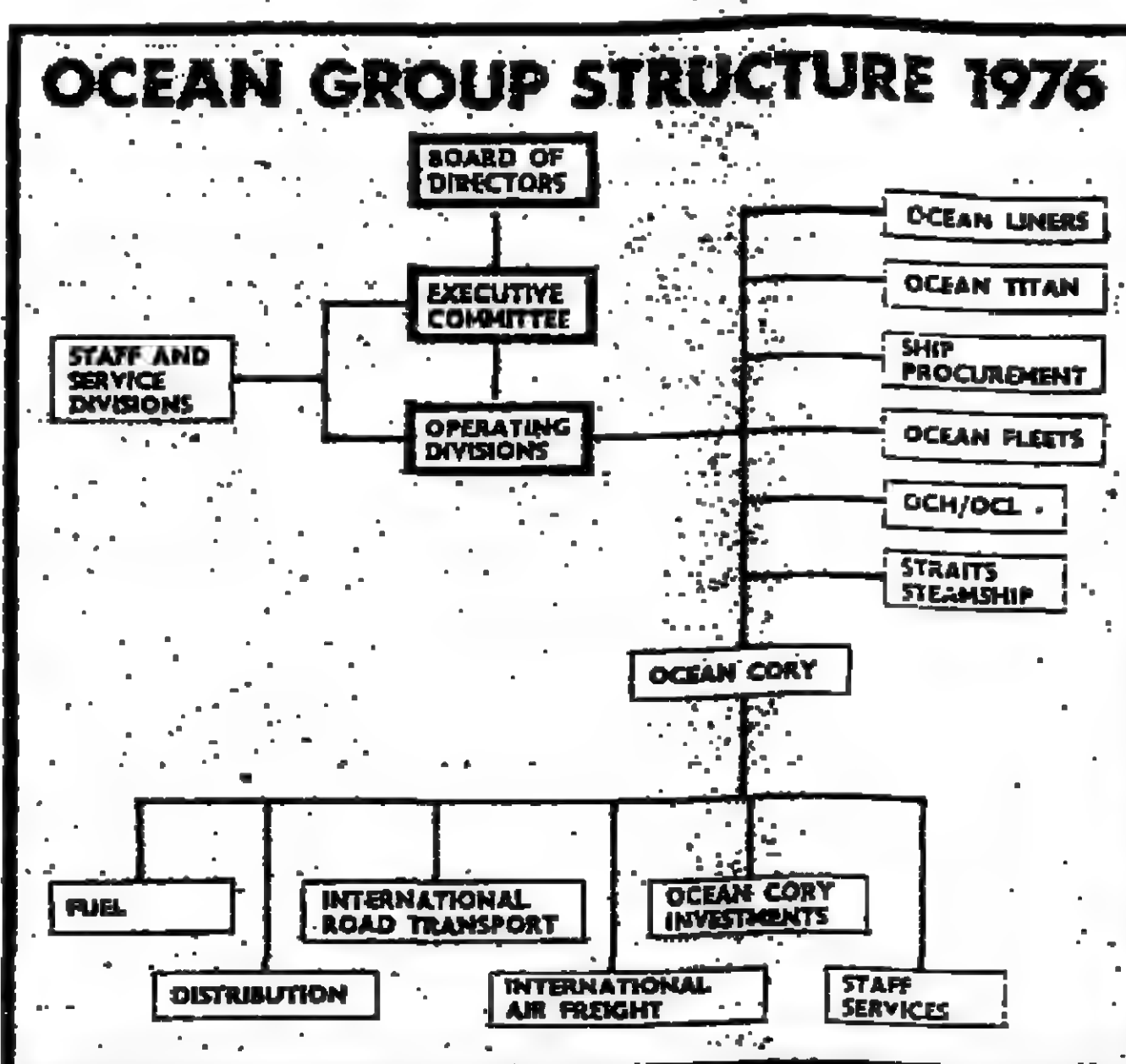
He was recruited as one of the company's "student princes" who were, once the product of an unashamedly elitist selection procedure which was brought to an end only four or five years ago. Every three or four years Ocean would comb Oxford and Cambridge for their brightest undergraduates who, once selected, were put on the road to early advancement with the almost certain prospect of being appointed a "partner" as Ocean used to title its managing directors. Alexander was nominated for Ocean by Humphrey Sumner, then Warden of All Souls, and although the former day boy at Alton School, Dulwich also had the chance of an academic or foreign service career; he succumbed, as he says, to "the attraction of total ignorance," not least because the shipping company had been

depicted as comparatively heavy on intellect and fond of "the use of analysis and debate to arrive at the truth."

This was ideal ground for the development of Alexander's dialectical style of management which combines a slightly paternalistic manner and donnish delight in intellectual speculation.



Sir Lindsay Alexander (left) has steered the Ocean group through a period of diversification since he became chairman in 1971, widening the base of the operations that are directed from the company's cavernous India Buildings headquarters in Liverpool (right).



The Elder Dempster takeover helped to plug the operational hole opened up by the formation of OCL but it was clear to Ocean that, as an almost exclusively liner company, it was exposed to the switchback "boom or bust" vagaries of the shipping cycle.

The decision was therefore taken to develop other businesses and between 1969 and 1972 Ocean vigorously elbowed its way into a variety of new shipping activities. Panoscean Shipping and Terminals was set up as a joint venture with P & O as a by-product of the creation of OCL to look after and expand the chemical trades in which the two companies were involved. At about the same time Ocean took the major decision to move into bulk shipping where general growth and profitability was then outstripping liner work.

Programme

As part of a £100m. ship purchasing programme, seven bulk carriers, one ore and oil carrier and two Very Large Crude Carriers (VLCC) were acquired between 1969 and 1974. In 1970 a joint company was formed with Incheape to move into the offshore oil supply business.

and Cory was based on a management structure designed earlier in 1972 by the Boston Consulting Group.

This devolved operational and planning responsibilities to individual businesses or groups of individual businesses, with central management, in the shape of the Board and its executive committee of three, looking after strategic planning, allocation of resources, budgetary control, and also reviewing performance and management career development.

Sitting alongside Alexander on the executive committee was Mr. David Elder, who is now deputy chairman. A blunt and sagacious Scot, Elder had joined Ocean in 1971 after nearly 20 years in a variety of senior financial positions with Shell.

Before Elder's arrival, Ocean's financial controls were primitive and his achievement, according to Alexander, has been the "creation of a financial administration which will stand up to indefinite development and expansion." Elder himself is extremely proud of the way in which Cory has been reorganised, blended into the Ocean structure and strengthened where necessary. His own role was crucial. He led a small

around £37m. through the sale of properties and peripheral assets.

While Cory had had a 10 year record of steady profitability (£2.7m. pre-tax in 1970-71) its newly developed food and drink distribution company was losing money at the time of the takeover and until the current financial year has continued to do so.

Subsequent reorganisation regrouped Ocean and Cory interests into the newly-named Ocean Transport and Trading.

Most but not all of Cory companies are now run by the Ocean Cory division whose managing director is Colin St. Johnston, a 41-year-old ex-Booker McConnell manager who joined the Group in 1970. St. Johnston's division has been given responsibility for McGresor Swire Air Services (MSAS), Ocean's air freight forwarding company whose efforts to acquire and then maintain a share of a fast growing market have made heavy demands on Ocean's cash resources. MSAS and Cory distribution were responsible for an overall loss in Ocean Cory during 1975 but for this year St. Johnston predicts a £24m. turnaround.

Leadership requires more than high IQ

BY MICHAEL DIXON

IT IS UNWISE to promote managers on the strength of their IQ according to a report on a study made of a master of business administration which is primarily to effective graduates five and 10 years after organisation leadership.

Even so the study, carried out by Thomas and Margaret Harrell, indicated that there was a link between high grades at the school and later earnings. Five line managers studied were likely to have an average IQ

lower than business graduates in staff positions below them, the line executives were "more effective in oral communication, which is primary to effective leadership."



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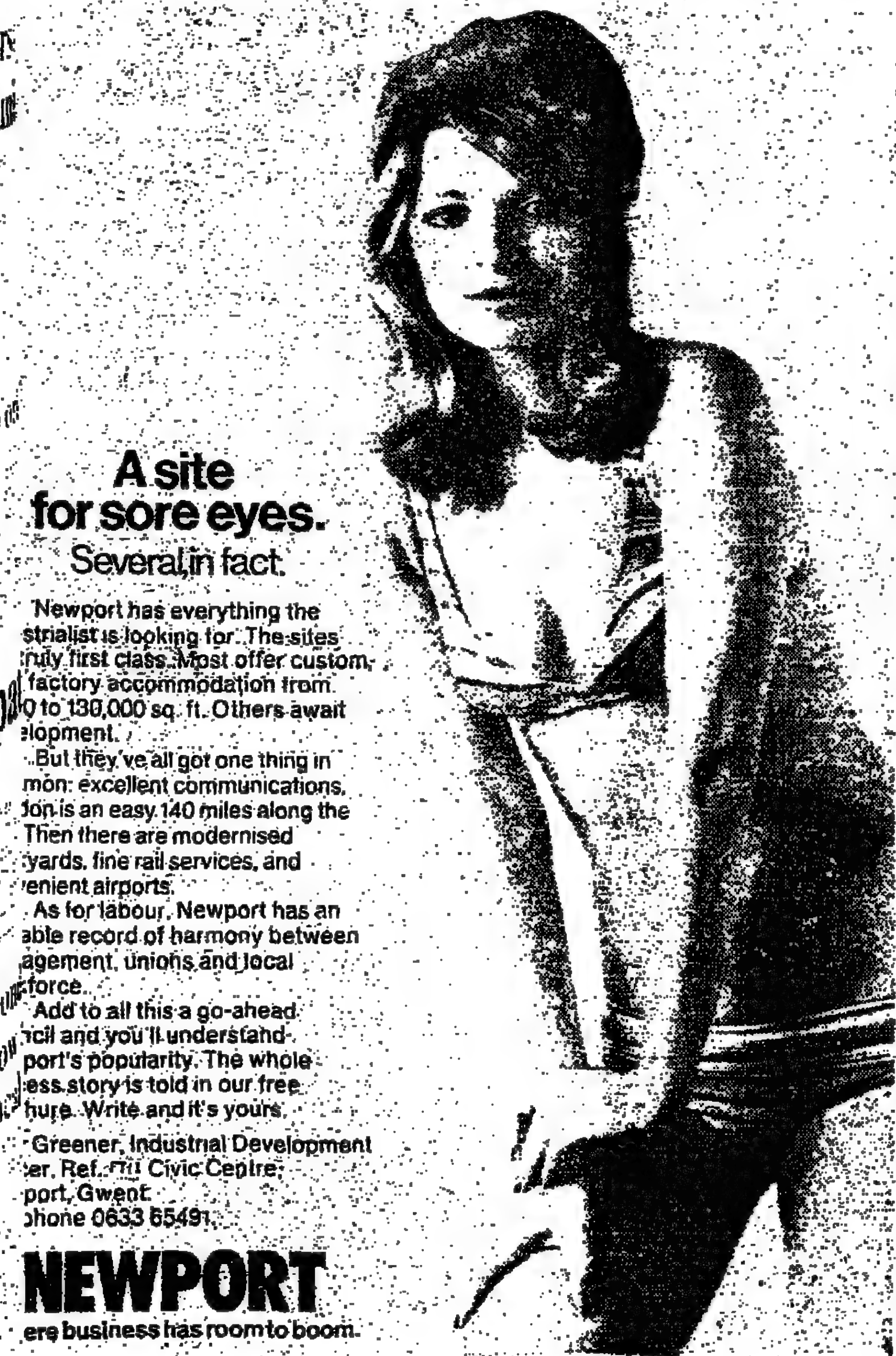
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NEWPORT

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FINANCIAL TIMES SURVEY

Tuesday November 9 1976

Japanese International Companies

Japanese imports have been attracting growing resentment while recession dogs Western industrial growth. But the Japanese are learning to overcome this barrier while maintaining the exports which are vital to their economy.

IS being accused of ng European industry (east certain industries) ruthlessly successful programme and by its set of import regula- such make it difficult for n companies to sell in

vidence for the charge Japan will be running surplus on its visible th Europe this year and ne Japanese industries creased their sales to within a year by as much r 60 per cent. Europe n much less successful

in Japan and has d dangerously close in few weeks to relieving trations by imposing a f unilateral restrictions orts of Japanese goods, hole affair could develop ade war between two of ord's major trading -with a third (the U.S.) nervously on as the ms erect their trade

If Japan has really engaged in an all-out to take over the world for certain industries deserve anything that does by way of retalia- he question is whether in fact the correct light ch to view the trade

Japanese can reasonably at the conspiracy theory of it. Japan did not usly plan six years ago its trade with Western was approximately in) to turn the EEC into im source of surplus (in source needed to pay oil imports.

Its motor industry never set itself to wipe out the British motor industry, although the Japanese were saying in the early 1970s that they did not see why their share of the British car market should be less than that of the major European car exporting nations. The complexity and, according to would-be exporters, per- versity of Japanese import regulations appears to be more the result of bureaucratic-fuss- ness (apparent also in other areas) than of any plot to keep foreign goods out of the country.

But while the Japanese seem to be able to explain away many of the complaints about their trade relationship with Europe they have not seemed very anxious up to now to put the trouble right. Bureaucrats at the Ministry of International Trade and Industry have tended to say that lack of success by a European exporter to Japan means simply that the exporter "did not try hard enough."

Even the alert and inter- nationally minded Keidanren (the association of top business leaders which is Japan's much more powerful equivalent of Britain's CBI) seemed to be largely unaware of the EEC trade problem until its president visited London, Paris and Frankfurt last month.

Problems
The shock effects of the Keidanren's findings could now be about to produce results. Even so, it would be a mistake to think that anything that may result from the Keidanren's efforts is likely to provide large

than short-term alleviation of the problem. The basic problems which are disturbing trade relations between Europe and Japan are not ones which can be solved by a single mission of top businessmen. They can be range

is so strong to-day. The answer to the second is in some respects similar. New industries which consume less raw materials and provide more added value would alter the balance of Japan's trade away from its heavy stress on materials imports and free a larger portion of the country's resources for manufactured imports. The answer to the first could be that European exporters must now put their maximum effort into selling in the Japanese market, and that Japan must help them.

But the process of easing trade relations between Japan and the rest of the world needs to be viewed in a still broader context—that of the continuing internationalisation of the Japanese economy. Japan is now the third largest economy in the world after the U.S. and the USSR, but its foreign trade represents a low proportion of its GNP (approximately 12 per cent). More important, Japan

has remained at the stage of simple importing and exporting when other countries with highly developed economies have moved beyond this stage. Japanese industry still acquires most of its raw materials in crude form and

processes them "from the bottom upwards" inside Japan itself instead of allowing producing countries to do the initial processing. At the other end of the scale Japan tends to rely heavily on shipping completely built-up finished goods from its own shores to foreign markets rather than exporting a portion of the manufacturing process through overseas direct investment.

The most important change to come in Japan's industrial structure during the next decade could involve a shift away from this primary stage of internationalisation towards something more sophisticated. Because of lack of space in the Japanese islands and the increasing public preoccupation with pollution, several of Japan's major industries (for example, steel and aluminium) are starting to find that the cost of basic material processing in

Reactions to this discovery include the \$800m. commitment which Japan made last year to the Asahan aluminium project in Indonesia and a more recent commitment to a similar but still larger project in Brazil, as

well as the overseas steel-making ventures recently embarked upon by Kawasaki Steel Corporation in Brazil and the Philippines.

So far as manufacturing is concerned two years of recession have produced something of a lull in Japanese overseas industrial investment, but there are signs that this is now going to pick up. Japanese motor manufacturers are becoming increasingly worried about public resistance to direct exports in Europe and the U.S.

As a result both Toyota and Nissan are now talking of establishing U.S. manufacturing plants and Nissan is also thinking of moving into Europe. In the electrical industry three top TV set makers (Sony, Matsushita and Sanyo) are now operating or about to operate in the U.S. either by taking over existing manufacturing facilities or by building their own plants. In computers, involved in projects for the

Fujitsu is starting to operate in the U.S. and may shortly have a base of some kind in Europe. The rush to invest outside Japan can come, in theory, from the attractions of cheap labour or the availability of cheaper raw materials. Most commonly, however, it seems to come now- days from a well grounded fear on the part of the investor that his goods may be shut out of some overseas market if he does not start making them on the spot.

Overseas investment is going to cost Japan a lot of money over the next five to ten years (which, in turn, is going to mean that the country has yet another reason for maintaining a massive visible trade surplus). Investments licensed by the Government last year (but normally due for implementa- tion a year or two later) were worth \$3.2bn. or \$880m. more than in the previous year of deep economic recession. By the end of the decade Japan expects to be spending \$4bn. or so per year on direct invest- ment. By the mid-1980s the cumulative value of its invest- ments (now a modest \$15bn.) will certainly overtake Britain's.

The use which Japan is going to make of all this money will vary from company to company and from industry to industry. In the raw materials sector the Japanese are showing them- selves wary of investing in straightforward primary production ventures, except when they have reason to be seriously concerned about the supply prospects for a given material. Thus they would like to become involved in projects for the

development of coking coal (of which there is a global scarcity), but seem less interested in iron ore mining ventures. At the manufacturing end of the scale Japanese companies seem to prefer setting up 100 per cent- owned subsidiaries in Western countries (for example, the Sony and Matsushita plants in Britain). But they will willingly go into joint ventures in regions where the political situation seems to dictate this (in South-East Asia nearly all Japanese investment is on a joint venture basis).

Experience
Experience to date shows that Japanese managers are good at handling Western labour and reasonably good at delegating responsibility (and passing on their ideas) to locally hired executives. But none of this means that the next phase of "international- isation" is going to be easy for Japanese business. The Japanese export invasion of Europe has aroused suspicions and resentments which will live on even after shipments of finished goods from Japan give way in part to local production. The merit of direct invest- ment as opposed to exports is that it creates employment in the host country and adds a human factor to the impersonal business of flooding a foreign market with a manufactured product. The Japanese are aware of these advantages of moving some of their industry out of their own overcrowded islands. In time their hosts may also become a little more glad to see them.

Learning export diplomacy

By Charles Smith, Far East Editor

stated under three main head- ings:—

First, Japan has to sell hard in Europe because of its isolated position in the world and the lack of major markets on its doorstep, whereas Europe, with markets all around it, has not needed to try so hard in Japan. Second, it has to main- tain a permanent and massive surplus on its trade in manu- factured goods in order to pay for the raw materials which make up 80 per cent of its total imports.

Third, Japan relies on too few industries to make its living in the world (the principal ones are steel, ships, cars and electrical goods). This means that any Japanese export drive creates disproportionate problems for these same industries in other countries.

The steps which Japan can take to remove these difficulties have long been spelled out and

is so strong to-day. The answer to the second is in some respects similar. New industries which consume less raw materials and provide more added value would alter the balance of Japan's trade away from its heavy stress on materials imports and free a larger portion of the country's resources for manufactured imports. The answer to the first could be that European exporters must now put their maximum effort into selling in the Japanese market, and that Japan must help them.

But the process of easing trade relations between Japan and the rest of the world needs to be viewed in a still broader context—that of the continuing internationalisation of the Japanese economy. Japan is now the third largest economy in the world after the U.S. and the USSR, but its foreign trade represents a low proportion of its GNP (approximately 12 per cent). More important, Japan

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processes them "from the bottom upwards" inside Japan itself instead of allowing producing countries to do the initial processing. At the other end of the scale Japan tends to rely heavily on shipping completely built-up finished goods from its own shores to foreign markets rather than exporting a portion of the manufacturing process through overseas direct investment.

The most important change to come in Japan's industrial structure during the next decade could involve a shift away from this primary stage of internationalisation towards something more sophisticated. Because of lack of space in the Japanese islands and the increasing public preoccupation with pollution, several of Japan's major industries (for example, steel and aluminium) are starting to find that the cost of basic material processing in

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Report from the Sumitomo Bank

Despite the continuing economic pressures in 1975 as Japan began its slow, and still selective, progress toward recovery, the Sumitomo Bank completed its 80th anniversary year with further expanded deposits and increased financial strength.

Expanded Deposits and Loans

Deposits during fiscal 1975 grew 18.6% to ¥7,097,740 million (US\$2,841 million). Loans rose by 11.6% to ¥5,432,808 million (US\$2,146 million), notwithstanding stricter regulations on the loan volume set by the Bank of Japan. The securities portfolio expanded by 19.9% to ¥1,127,062 million (US\$451 million). Earnings were adversely affected by reduced profit margins, but this was largely compensated by the effectiveness of global operations and the additional funds generated by increased deposits. Net income during fiscal 1975 was ¥23,818 million (US\$9.4 million), giving the Sumitomo Bank the highest after-tax profits and earnings per share of any Japanese bank for the 10th consecutive year.

Improved Banking Services

The bank's emphasis on consumer banking was maintained, resulting in a continuing increase in deposits by individual customers. Housing loans grew by 32.4%. On-line cash

deposit machines have been installed in 155 of the 188 domestic branches, providing a complete "automatic teller" system together with the on-line cash dispensers and change makers already in use in all branches.

Worldwide Network

The bank's worldwide network was further improved by the addition of new representative offices in Tehran and Cairo. It now includes eight overseas agencies and branches, seven representative offices, and 14 subsidiaries and affiliates.

Outlook for 1976

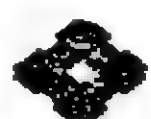
While the coming year will be marked by continuing domestic fluctuations and increasing complexity in overseas operations, Sumitomo Bank is determined to remain Japan's most profitable and progressive financial institution, on a basis of full commitment to the interests of society as a whole, and to its shareholders and customers.

The Sumitomo Bank Limited Consolidated Balance Sheet

(As of March 31, 1976)

Assets	In thousands of Yen	In thousands of U.S. Dollars
Cash and Due from Banks	1,055,346,880	3,521,932
Call Loans	24,767,839	82,656
Securities	1,127,062,487	3,761,263
Loans and Bills Discounted	5,832,381,148	19,463,978
Foreign Exchanges	591,549,713	1,974,135
Domestic Exchange Settlement a/c, Dr.	131,539,646	438,978
Bank Premises and Real Estate	120,522,884	402,212
Other Assets	42,878,326	143,095
Customers' Liabilities for Acceptances and Guarantees	1,304,928,308	4,354,842
Total	10,230,977,231	34,143,091
Liabilities	In thousands of Yen	In thousands of U.S. Dollars
Deposits	7,097,749,841	23,686,801
Call Money	297,032,478	991,265
Borrowed Money	550,770,169	1,838,045
Foreign Exchanges	182,800,741	610,047
Domestic Exchange Settlement a/c, Cr.	116,075,218	387,369
Accrued Expenses	164,214,672	548,021
Unearned Income	43,741,027	145,974
Other Liabilities	53,701,336	179,213
Reserve for Possible Loan Losses	80,652,959	269,157
Reserve for Retirement Allowances	42,987,361	143,459
Other Reserves	18,678,672	62,335
Acceptances and Guarantees	1,304,928,308	4,354,842
Capital (Paid-up)	66,000,000	220,257
Capital Surplus	5,642,788	18,831
Retained Earnings	206,001,661	687,475
Total	10,230,977,231	34,143,091

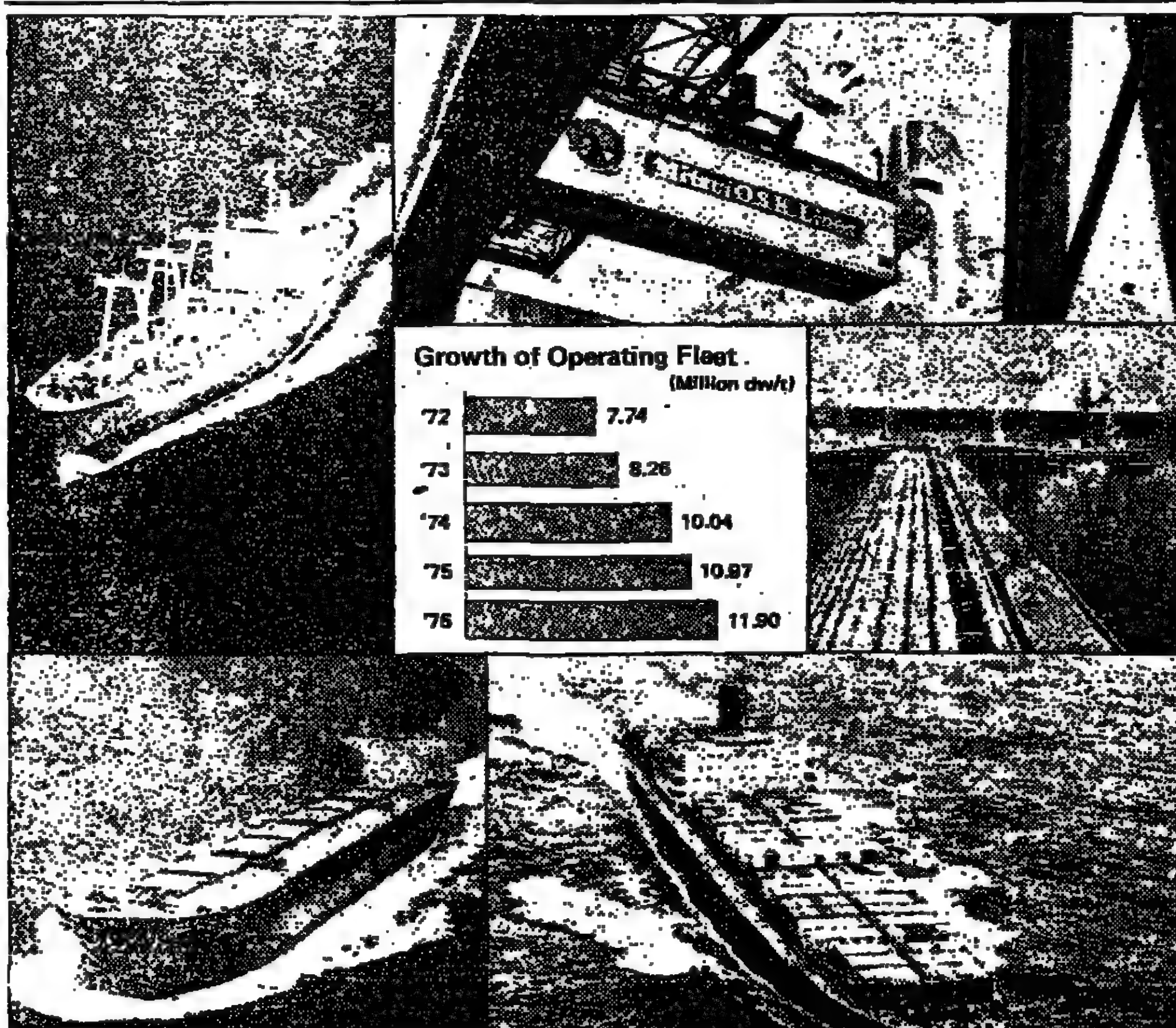
US\$1 = ¥299.65 as of March 31, 1976



The Sumitomo Bank, Limited

Osaka, Tokyo, Kyoto, Kobe, Nagoya and other major cities in Japan

London, Düsseldorf, Brussels, Vienna, New York, Chicago, Los Angeles, San Francisco, Hong Kong, Singapore, Jakarta, Sydney, Mexico City, São Paulo, Rio de Janeiro, Beirut, Tehran, Cairo



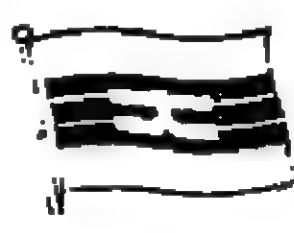
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JAPANESE INTERNATIONAL COMPANIES II

The spreading network

THAT JAPANESE companies are international can hardly be debated in a world trade setting in which a principal issue is the export market penetration of Japanese firms. In 1973, no fewer than 68 Japanese manufacturing firms had export sales totalling more than \$100m. each, from Nippon Steel's high of \$2.5bn. to Minolta Camera's \$102m.

Ratios of exports to total sales of more than 50 per cent. are not uncommon in those industries where Japan's competitive thrust has been felt most acutely - cameras, television, steel and the like. With 1976's export successes these numbers are no doubt now much higher for many companies.

Investments outside Japan are another measure of internationalisation, and in this regard too many Japanese firms have a significant overseas position. Honda has investments abroad of more than \$100m, with companies like Teijin and Toyo Kogyo not far behind in their foreign investment levels.

Most of these are recent investments - until the late 1960s Japanese manufacturing investment abroad was negligible.

Also most of these investments are small, and it is too early still to judge their success in most cases. Still, Matsushita Electric owns 50 companies incorporated abroad, Toray about 30, and Canon 25. The networks are spreading.

Numbers of foreign employees are still another measure of internationalisation, and here too many Japanese companies have substantial positions. Sony, for example, was reported to have more than 45,000 foreign employees in 1975, with Toray and Matsushita at about the 20,000 level. These clearly are substantial operations, in which foreign employees must be occupying positions of management authority.

This summary of the extent to which Japanese firms are international - leaves out of account the ambitious networks of facilities and personnel that Japanese trading companies

and financial institutions have been establishing over recent years. Indeed, it could be argued that given the effectiveness of the Japanese trading company in gathering information and carrying out sales activities across the world, virtually every Japanese company has access at a reasonable price to a significant international capability.

A preoccupation on the part of the Japanese with international markets is not surprising, nor is it recent. It has been much heightened by the linkage of export results to the national interest and to the building of a strong nation. Thus both economic interest and less tangible but powerful emotional interests came into play in ensuring a very strong concern with foreign market penetration.

The concern with foreign markets did not, however, until very recently, lead to concern with capital investment for a number of quite compelling reasons. No doubt the long under-valuation of the yen was a major factor. Like the West

Germany, the Japanese looked at the cost of assets stated in over-valued sterling and dollars from the perspective of under-valued yen (and marks) and found investment unattractive. In the same way, exports from both West Germany and Japan were assisted by the relative position of the currencies.

The conclusion: invest mightily at home, and export as required. It might be added that this process leads to a concentration of investment in the home economy, with attendant cost benefits to the relative advantage of U.S. and U.K. firms who dispensed their investments and no doubt suffered cost disadvantage from the dispersal.

Many other factors slowed interest in foreign investment. The presence and competence of the trading companies meant that marketing investment abroad could be deferred in the case of many products. Also the fast-growing domestic market, with ample labour supply, made domestic investment both attractive and feasible. And with the domestic economy a highly-protected one through the 1960s, the need to invest abroad as a strategic defensive measure against a world competitor did not arise.

All of these factors have changed quite suddenly over the past five years or so. For many important industries, such as automobiles and consumer electronics, the domestic market is mature and growth must come from abroad. The domestic market is open to foreign goods - provided, of course, that foreign firms make an effort to enter and this strategy issues become important in terms of building a firm position in world markets.

Protectionism is now a problem abroad, rather than a domestic shield. This means that the trading company is a less attractive vehicle, since a firm market position in an overseas market requires sales engineering, after-service, and pricing care that trading companies are seldom in a position to provide. Finally, of course, currency values have shifted to make investment relatively more attractive and exports less attractive than before.

Thus Japanese firms have over the past few years begun to be active not only in exports but also in direct investment. These levels of direct investment will grow rapidly. Some care should probably be taken, however, in reading Japanese Government projections of total investment levels. First, most of the amounts of investment have to do with raw material sources, rather than manufacturing.

It may well prove to be the case that Japanese firms can obtain by long-term contracts and modest investments in international consortia at least as great a security of raw material supply as can be achieved by massive direct investment in less developed countries. Japanese sensitivity

to the hazards of large investments in volatile currencies, and there is a preference for a low profit margin, suggest that MNCs may be overvalued.

There is a further factor in this international area that should not be overlooked. It is a curious history that, just as far to, and is compelled to international business, considerable complexity issues that it will ever face.

The problem is the succession. The leaders of Japanese business in the post-war era were trained in the 1920s at when foreign study more and foreign post in the business career of the normal pattern. So figures as Ichizawa and Tashiro of this group, internationalisation and experience have now largely passed the scene.

Simple arithmetic and the current problem. The business career of the normal pattern. So figures as Ichizawa and Tashiro of this group, internationalisation and experience have now largely passed the scene.

Era

These are the precursors of Japan's comp are the least inter all the generations modern era. The nation, born in the university trained in war period, have lived and worked abroad they are yet to enter ranks of management.

Will there be Japanese national companies when? If one near national companies, that produce where world costs are low wherever in the world are highest, that include in their top nationals of man without regard nationality, and their organisation rather than national there are no Japanese national companies there be any within more.

The logic of economics of the market place increasing international. This is a long way development of a concept of the firm national approach decisions. The obstacle development are the Japanese case be greatest in term row world-view (to) character managers.

James C. President Bost

Paying their way abroad

JAPAN NEEDS to have a permanent massive trade surplus and must continue to borrow heavily from overseas to finance its increasing direct investment abroad. Internationalisation plans will also require Japan to develop Tokyo into a major world capital market.

It was only after Japan's trade balance began to improve sharply in the early 1970s, with a resultant increase in the capability to borrow abroad, that direct overseas investment by Japanese companies started to rise steeply. According to official statistics, the outstanding balance of direct investments overseas increased from U.S.\$2.5bn. at the end of 1972 to \$8.3bn. at the end of 1975. The tempo of investment slowed down somewhat in 1975 under the pressure of the quadrupling of oil prices, but it has recovered the previous pace in recent months following a rapid improvement in Japan's balance of payments position.

In the same period from 1972 to 1975 the outstanding balance of overseas loans supplied by Japanese companies also increased, from \$1.5bn. to \$5bn. Meanwhile, Japanese banks' net short-term external position turned dramatically from net assets of \$508m. at the end of 1972 to net liabilities of \$13.5bn. at the end of 1975, partly because of the need to pay the increased oil import bill and partly to back up overseas lending in many cases to Japanese companies, which have also issued large amounts of bonds and debentures abroad since last year.

Leading Japanese companies have good reason to expand their overseas investment. Local production in foreign countries will help them by-pass the barriers that may be built up against imports of Japanese goods. Japanese companies also want to increase the use of low-cost labour in the developing countries, because wage levels in Japan are rising and importing foreign labour into Japan is almost impossible. It is also becoming increasingly difficult to find industrial sites in Japan.

Assets

In announcing the end-1975 figures for Japan's external assets - and liabilities, the Finance Ministry went out of its way to point out that the outstanding balance of direct investments is still very low compared with those of other major industrial nations. With the value of Japanese investments represented as 100, the comparative figures were 1,425 for the U.S., 453 for the U.K., and 179 for West Germany.

Mitsubishi Bank research experts said that profit margins from direct investment overseas by Japanese companies were substantially lower in 1975, at an average of 6 per cent. per annum, than the 14.3 per cent. recorded by foreign direct investment in Japan. This is because Japan's direct investment is only of recent origin and is concentrated mainly in the developing countries.

One estimate, made in 1974 by the World Economic Research Association, commissioned by the Foreign Ministry, predicted that Japan's overseas investment, mainly direct investment, would reach \$27bn. by 1980. Many plans are being considered. For instance, leading Japanese automobile manufacturers are reported to be considering starting local production of small cars in the

U.S. following in the wake of Volkswagen. Both Nissan and Toyota acknowledge that they are studying the problem from various angles since they received invitations from about 20 States in America, although they have as yet worked out no specific plans.

Abandoned

Toyota says it has abandoned its previous stand that it could not start production in the U.S. until the Japanese wage level came more or less in line with American levels. The company is now trying to decide if productivity in the U.S. is sufficiently high to warrant local production by Toyota and whether there is enough demand for Toyota cars to support the 200,000 vehicles a year output it is considering.

Japanese companies' investments overseas are made with their own funds, but they are encouraged or discouraged by the Japanese Government, whose approval is a prerequisite, according to the nation's balance of payments position. The Bank of Japan set an official monthly quotas for investments of this type during 1975 when Japan's trade balance surplus declined. When the quota for the month had been filled, other plans were deferred until the following month or later. According to industry sources, this measure delayed some essential investments.

Construction of some plants and offices, which had already been in progress, had to be deferred because of an inability to secure funds for necessary materials and parts. Such developments adversely affected the efficiency of some Japanese companies overseas and lowered their profit margins, they said.

The Mitsubishi experts said a rapid increase in direct investments overseas was almost the only practical measure that could be used to improve Japan's invisible trade balance, which has deteriorated seriously since the "oil crisis". The invisible trade deficit increased from \$1.883bn. in 1972 to \$5.431bn. in 1975, largely because of an increase in foreign ship charters by Japanese shipping companies, the higher price of bunker oil, a sharp increase in interest payments by Japanese banks, and larger payments under other items, such as overseas office maintenance costs.

Mitsubishi experts also pointed out that most Western countries, except West Germany, have a permanent surplus in invisible trade balance. The surplus is especially large in the case of the U.S. and Britain, which receive large profits from their overseas investments accumulated over long years.

To increase direct overseas investments by Japanese companies will make it essential for Japan to maintain massive trade surplus permanently, but Mitsubishi experts are apprehensive such a development may not be tolerated by foreign countries. In recent months, imbalance in the trade account has been causing frictions with importing countries, even though the overall balance may be in equilibrium. Yet increased overseas investments are necessary exactly for the purpose of helping the Japanese economy free itself from its present pattern of increasing domestic production first and then making massive exports, they said.

In addition to the massive increase in the short-term external borrowing by Japanese banks, Japanese companies have been raising large amounts of funds through flotation of bonds and debentures. During 1973, issue of external bonds was practically banned by the Japanese Government, which feared an inflow of dollars might disturb the credit squeeze that was in force in Japan at the time. In late 1973 the ban began to be lifted slowly and external bonds worth \$189m. were issued in 1974. Flotation of such bonds increased sharply to \$1,587m. in 1975 as credit was eased in Japan and is estimated to have totalled \$1,677m. during the first nine months of 1976.

Japanese companies have thus been among the biggest borrowers on overseas capital markets, although securities sources say the pace of their borrowings may slow down somewhat in 1977, as the Japanese Government fears that too large an inflow of dollars into Japan will increase her external reserves, now \$16.5m. to an embarrassingly high level. Japanese companies appear to be unworried about the foreign exchange risks of borrowing in Swiss Francs or D-Mark. Between January, 1975, and September, 1976, Japanese borrowers issued 37 Swiss Franc bonds worth Sw.Frs.2,310m. and 22 D-Mark bonds worth DM1,436m.

Financial officials commented

Continued on next page

Beyond



JAPANESE INTERNATIONAL COMPANIES III

Dominant influence within Asia

AS ECONOMIC presence rowed in the last year. But the Asian countries is indisputable. Japan's trade surplus with the rest of the world was \$400m in the first half of 1976, compared with \$300m in the first half of 1975. (The rise in exports to these countries on a year ago averaged 30 per cent, while imports jumped by 50 per cent.)

Deficits are the rule for Thailand, Singapore and Hong Kong, with whom Japan had a combined trade surplus from April to September of about \$1.2bn. (or a fourth of Japan's world trade surplus in the period). Japanese exports also ran faster than imports with China and other Communist Asian nations, but this trade tends toward balance in the longer run because of exchange and credit restrictions observed in the Communist countries (with the notable exception of North Korea, which has defaulted on some sizeable Japanese export credits to that country).

All told, Asian partners account for 32 per cent of Japan's exports, far ahead in importance of the United States (about 20 per cent) or the EEC (about 10 per cent). Nevertheless, there was no awareness in Japan of any acute need to keep a balanced trade with Asia before the violent demonstrations of January 1974. And after? Japan's attitude has begun to change, although it may be argued that the change will be cosmetic. Certainly, the trade figures show that Japan's export surge has been on raw materials account, so it only helps a hand.

But the make-up of Japan's investment in Asia also altered, as much because of Asia's re-orientation of heavy-handed investment policies as of the oil crisis. To illustrate this change, one need only look at the equity versus loan components of investment figures: in 1973, direct share investment was 60 per cent of the total in the big Japanese export areas, making for a very visible Japanese presence in real estate, company ownership, etc. much as the Middle East presence is being felt in Britain. In 1974, overall investment dropped by 27 per cent, but equity investment fell even more, covering only 50 per cent of the total. Then, in 1975, Japan's equity investment in Asia fell again in proportion to the

Calming

If there has been a calming of the Asian waters since January, 1974, then, it is not because Japan is purchasing all manner of semi-manufactures from Asian countries which do not export raw materials, for Japan has made virtually no effort in this direction (reflecting a policy applicable to its low level of imports from industrial nations as well). Rather, it is because Japan is doing business in Asia under a different set of rules, and these relate generally to investment practices.

Japan's overseas investment in Asia has undergone drastic change in the past three years. The change was oil-crisis stimulated: in volume terms all overseas investment peaked at \$3.3bn. in 1973, dropped suddenly (after the oil crisis) to \$2.4bn. in 1974, then rose in 1975 to the earlier 1973 level. Investment in Asia underwent the same fall, and accounted for 30 per cent of Japan's total in both 1973 and 1974, then recovered strongly last year to account for 33 per cent, still Japan's biggest area for investment abroad.

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Douglas Ramsey

aying

CONTINUED FROM PREVIOUS PAGE

short-sighted Japanese were attracted by the low level of interest rates in Switzerland and Germany, but might find it difficult to repay the loans later in value of Swiss Francs. Marks might have been substantially all issue plans required by the Finance Ministry, which issues strict to Japanese companies. Writers concerned not their plans to the press.

These loans were said to total \$200m at the time. Since late last year, the Japanese Government has been encouraging Japanese banks to supply syndicated loans overseas in Yen instead of dollars to open the way for the use of more Yen abroad. But there are limits to such private loans in Yen, while Japanese banks have been pressing the government to lift the ban, which they claim seriously handicapped their international operations. Lifting of the ban will also permit Japanese banks to borrow more Eurodollars for Japanese companies overseas.

Quickened

The Finance Ministry has also quickened the tempo of its approval of yen-denominated bond issue plans by foreign issuers, mainly foreign governments and international financial institutions, to two issues in three months from one issue in three months, in view of criticism overseas that Japan was severely restricting its own market while borrowing heavily on overseas markets. However,

Saburo Matsukawa

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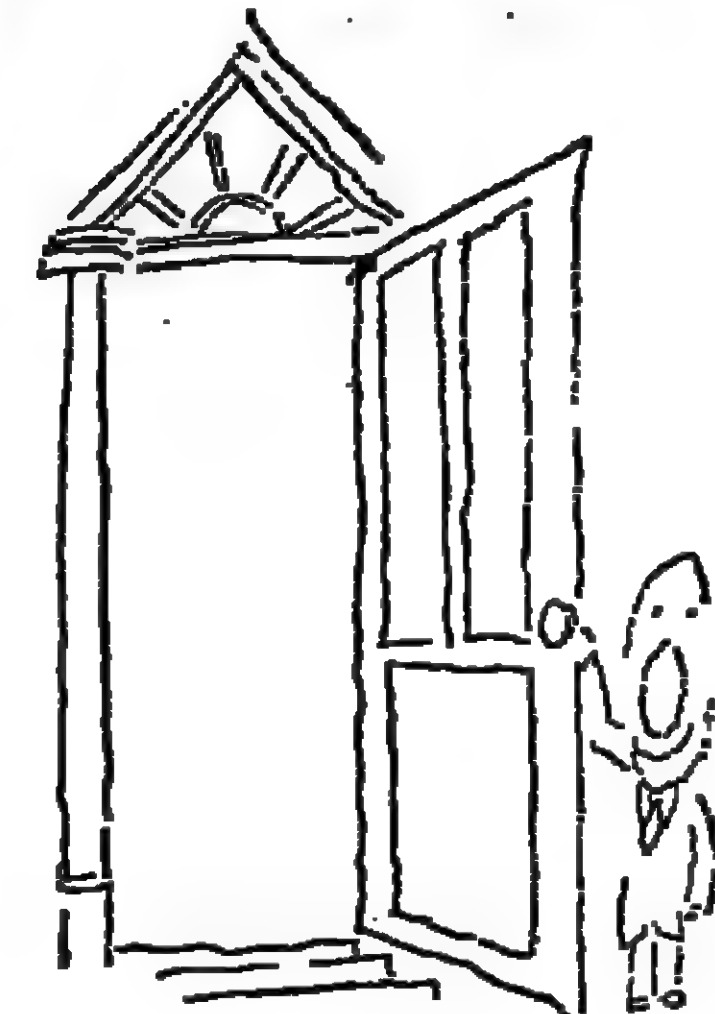
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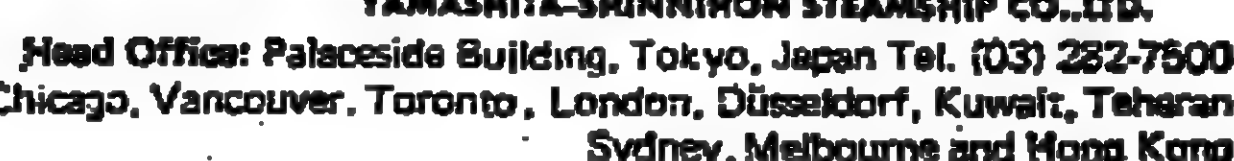
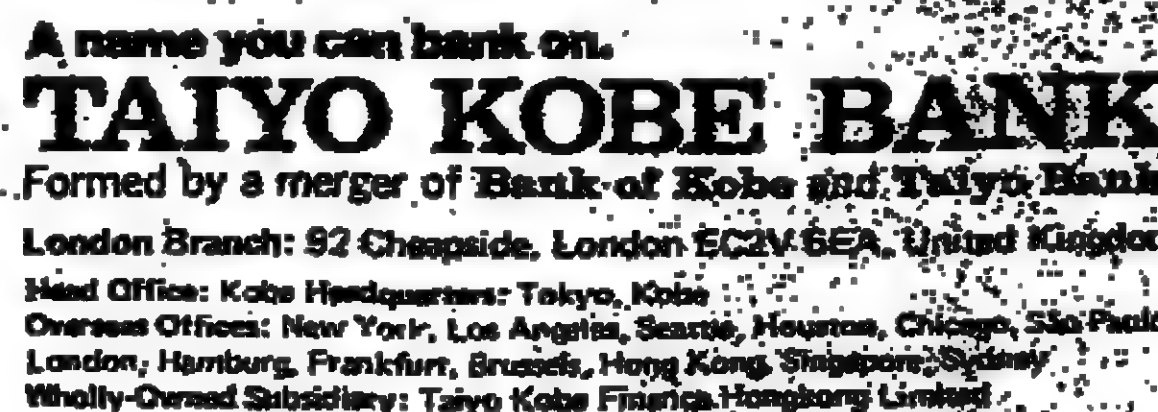
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The Japan Foundation is said to be planning a European "offensive" in the near future. Apart from the Foundation, there are said to have been other positive moves by Japan on the European cultural front. Three years ago when then (they) Prime Minister Mr. Kakuei Tanaka, visited Britain, Japan presented a cheque for £1m. to British universities for the promotion of Japanese studies. This does not alter the fact that, as of now, Japan is not doing enough to dispel the European notion that the Japanese are a nation of "economic animals".

quantities of raw materials needed by Japanese industry (except for oil, which for the most part is directly imported by the oil industry). They have long ceased to rely on spot purchases in international commodity markets for meeting Japan's raw material needs.

Instead the trading companies smart-minded the process by which Japan secured its material supplies over a long period by entering into five or ten-year contracts with suppliers. In cases where Japan has taken the initiative in developing some overseas material resources, the trading companies have done the negotiating and put up the money. Thus Mitsui has stakes in Australia iron and gas production, while Mitsubishi is in Australian coking coal.

The big trading companies do not export cars or television sets to any great extent to Japan. Two of the recent yen trouble makers among Japanese

The big trading claim that they can do so to the Japanese any European may with a suitable product is fair to say that question on which differ. A senior official of the Ministry of International and Industry recently that European export do better to trade through nationally trading houses rather than through a Japanese trader which might be to give full attention to products. There are no simple answers to the question of how to expand exports to the market, but the Sogohi quote plenty of success in this as in almost all lines of business entered.

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PANANESE INTERNATIONAL COMPANIES V

The remainder of this Survey is devoted to profiles by Charles Smith, Douglas Ramsey and Yoko Shibata, of ten Japanese companies operating in ten different fields of activity. They outline the way in which these companies have built up their overseas business, describe the different strategies employed and discuss the way in which their foreign involvement might develop

Dredging success

CONSTRUCTION: PENTA-OCEAN

PENTA-OCEAN sounds an unusual name for a Japanese company. Mr. Tetsutaro Mizuno, president of what has become one of Japan's most successful overseas construction companies, says it was not a natural choice. He planned to name "Five Oceans" when his family company was looking round for a name in the early 1950s but a business friend told him it sounded like a chain of restaurants. Penta-Ocean Construction is a dredging company which makes a living out of expertise in handling soil and rock formations. It has become famous in the company which widened the Suez Canal and is now benefiting from its foresight. Ocean won its first dredging contract in an international competition which it undercut the lowest bidder by some 10 per cent. The company had been heavily to build for the Suez job and that the contract was won. There were serious when Penta-Ocean started that part of the work excavating rock not the oil mentioned in the contract (the president a piece in his office to point). However, the is was pleased with the and Penta-Ocean won a international tender for of the Canal just he June 1967 war. Suez operations were frozen after that, but pay resumed work in January this year greatly expanded and a contract backed by a Government aid. The w under way at Suez is plan to make the Canal 150,000 dwt vessels by will be worth around

Risen

Overseas contracts were worth 4.8 per cent. of the value of all contracts won by Penta-Ocean in 1971, but by the year the overseas portion had risen to 38 per cent. Part of the reason for this very sharp rise comes from the fact that the construction industry is going through hard times in Japan itself as a result of cuts in Government expenditure on public works. Penta-Ocean expects its domestic business this year to be 20 per cent. below the level of 1975 which was itself not a particularly good year.

Y50bn (more than £100m.) to Penta-Ocean, compared with the Y1.5bn. value of the original 1981 contract. The company hopes to be involved in post-1979 plans for further widening and deepening the Canal to take vessels of up to 200,000 dwt. Egypt is not by any means Penta-Ocean's only international success story. It has about Y14bn-worth of work under way in Qatar (where it was selected on the strength of its Suez performance) and has won international tenders for building a container terminal in Iraq. In Singapore and more recently Malaysia Penta-Ocean is building harbour facilities, preparing sites for major buildings, carrying out land reclamation projects etc. Its total work in the two countries has been worth about Y80bn. to date with over half of this concentrated in the past three years or so.

boom, with its emphasis on the Middle East, has kept the company in a reasonably healthy state, but Penta-Ocean says there are limits to the extent to which it can become dependent on foreign business. One of the major problems is that of stationing large numbers of staff abroad for long periods in parts of the world where schooling and living facilities may not be good. Penta-Ocean currently has about 800 people working in the Middle East and another 300 in Singapore. Living conditions for the Suez Canal workforce are reasonably good, the company says, but less good in Iraq where business has been growing fast recently. Mr. Mizuno points out that Japanese construction companies are no longer the cheap bidders on international contracts that they could afford to be when Penta-Ocean got its first Suez contracts. Nowadays Korean and Indian construction companies make the cheapest bids in the Middle East, with the Indians, in particular, quoting prices which may be as low as one-third of the Japanese level. Penta-Ocean gets business these days, according to Mr. Mizuno, because of its expertise and its reputation for reliability rather than its prices. Japanese aid to Egypt has helped as well, of course, and so has the presence of many Japanese investors in Singapore industry.

Penta-Ocean is a publicly quoted company linked to the Fuyo commercial and industrial group which centres on Fuyo bank, but it has only been at the centre of the Japanese business world for a comparatively short time. The company was based in Hiroshima until after it won the first Suez contract, and it was mainly from Hiroshima that it raised the funds needed for carrying through the first stage of the contract. Mr. Mizuno himself is lucky to be alive and running Penta-Ocean. His father was killed by the Hiroshima atomic bomb (which also flattened most of the company's installations). He was out of town when the bomb fell and survived to turn what had been a small family construction business into a major international enterprise.

C.S.

SECURITIES: DAIWA

Pioneering ventures

MR. YUKIO HOSOI, who runs the international section of Daiwa securities, was originally transferred from the home side because his boss thought he needed a "rest cure" after a six-month spell in hospital. Today Daiwa's overseas business is one of its major growth areas, and Mr. Hosoi has a long list of the company's "firsts" outside Japan. Daiwa helped to promote the development of the offshore capital market in Singapore and formed the first Singaporean joint venture merchant bank (DBS-Daiwa) in partnership with the Development Bank of Singapore. It spotted the emergence of the Middle East as a source of offshore dollars before the oil crisis and is the only Japanese security company to have a man in Jeddah (in the offices of the Saudi Arabian Investment Company in which Daiwa hopes eventually to be allowed to acquire a capital stake).

Daiwa has pioneered Arab-Asian dollar bond issues and Euro-Asian issues and has managed overseas bond issues by non-Japanese companies. Its next new venture in the international securities business is likely to be in Europe, but Mr. Hosoi is not giving away any secrets about the details. Daiwa's international business began to assume importance at the end of the 1960s when a bout of inflation in Western industrial countries turned the attention of investors first towards gold and subsequently towards some of the world's less familiar stock exchanges, including Tokyo. In 1968 Daiwa had two overseas offices, in London and New York. Its London office worked a six-day week from the start, which meant that it could supply potential investors on Monday mornings with complete data on the previous week's market in Tokyo.

Largest

Its New York office, in 1969, secured what remains the largest single overseas order for Japanese stocks ever handled in the company's history—a \$130m. order for a mixed bag of Japanese growth stocks from Dreyfus Fund. Big foreign orders for Japanese stocks do not nowadays exceed \$20m. or \$30m. at a time, Daiwa says. In any event the U.S. has been downgraded as a source of investment funds, accounting for only 20-30 per cent. of the total inflow into Japanese equities, with at least 50 per cent. coming from Europe, and perhaps 25 per cent. from Hong Kong. However, Japanese securities com-

panies have long since passed out of the initial phase in which "foreign business" meant simply selling Japanese equities to overseas investors. The broadening of Japan's international relationships in the late 1960s and the strengthening of its balance of payments meant that securities companies became involved in buying foreign stocks for Japanese investors and in introducing foreign borrowers to the Tokyo capital market. In the post-oil crisis phase securities companies, including Daiwa, had to give up these latter activities for a while because the balance of payments was once again under strain. But there was no pause in the development of other kinds of international activities. One of Daiwa's objectives outside Japan to-day is to make a name for itself as a provider of merchant banking services. This is something securities companies are prohibited from doing in Japan itself but which the Finance Ministry permits on foreign territory. One of the services Daiwa has in mind is the provision of "go-between" services between Japanese and foreign companies looking for joint ventures or mergers. It has two successful "marriages" to its credit in Saudi Arabia, one between Mitsui Real Estate and a Saudi partner (for housing development) and one between Nippon Yusen Kaisha (NYK) and Saudi interests for starting an oil tanker shipping line under the Saudi flag.

In America Daiwa brought together Shin Nihon Electric and Curtis Mathis of Texas in a deal which resulted in \$1m. worth of Japanese financing for the U.S. partner. Daiwa does not collect commissions from its Japanese clients when supplying go-between services but does get commissions from the overseas companies involved.

Daiwa has yet to be granted a banking licence by the Bank of England but in the meantime is accumulating European banking experience through its Amsterdam subsidiary, Daiwa Europe NV. Apart from Europe, which it clearly sees as a growth area, Daiwa is interested in the development of offshore capital markets in Asia—not just in Singapore, though that may remain the main centre, but also in Hong Kong, Manila, Kuala Lumpur and elsewhere. Mr. Hosoi says international business will represent 30 per cent. of Daiwa's turnover in five years' time compared with its present share of 10 per cent. "It could reach 50 per cent.—but that would be too much," he adds with an uncharacteristic note of caution.

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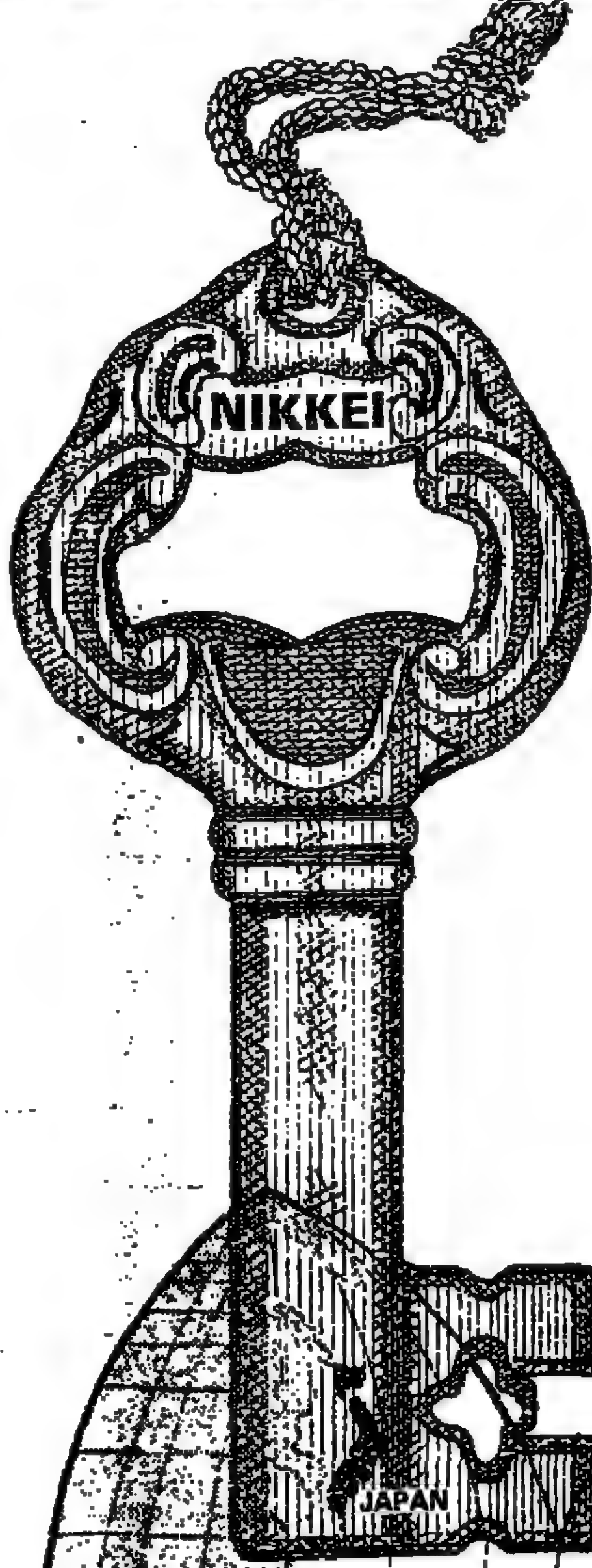
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Nikkei Business (b/w)	118,317	Executive level
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Nikkei Architecture (b/w)	28,500	Architectural engineers
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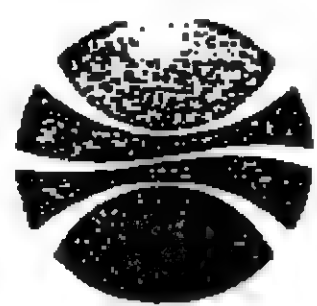
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JAPANESE INTERNATIONAL COMPANIES VI

Shrewd investment

CONSTRUCTION MACHINERY: KOMATSU

THE REASON why Komatsu has become a major force in the world market for construction machinery is that it once had to fight hard for its position in its own home market. Komatsu is Japan's biggest (and its only significant) domestically owned construction machinery maker. But a joint venture between Caterpillar and Mitsubishi Heavy Industries which was formed in 1963 has more than one-third of the Japanese market and would probably have a great deal more if Komatsu were less efficient.

In order to stay ahead of Caterpillar-Mitsubishi in the fast growing domestic market of the 1960s Komatsu expanded its domestic sales in Japan by an average of 29 per cent. per year up to the oil crisis year of 1973. The company was wise enough, however, to realise that the home market could not grow at 29 per cent. a year for ever. Because of this it started preparing the ground for a major onslaught on world markets as long ago as the mid-1960s.

These preparations stood Komatsu in good stead after the Japanese construction industry started to collapse following the oil crisis. The company estimates the home market for construction machinery to-day at half what it was in 1973. But its exports between 1973 and 1975 have quadrupled. Last year it was Japan's 12th biggest exporter, with total foreign sales of just over Yen200bn. (over £400m.).

The first step in Komatsu's export build-up was taken in 1967 when the company opened its European subsidiary (Komatsu Europe NV). During the next six years subsidiaries were formed in the U.S. (six branches in all), Mexico, Panama, Brazil, West Germany and Singapore, while representative offices were established in a dozen or so other places.

Komatsu's exports were running at about 20 per cent. of its total sales on the eve of the oil crisis and were probably far from sufficient to justify this massive investment in foreign outlets. The last three years, however, have made the investment pay off—and demonstrated the speed at which a really well-organised Japanese company can conquer world markets.

Komatsu points out that it took full advantage of the Middle East construction boom which followed the quadrupling of oil prices in 1973 (it was well placed to do this because it had opened a Jeddah office as far back as the mid-sixties). It also got most of the construction machinery business generated by the big Siberian natural resources projects which the Soviet Union was initiating in the early 1970s. Komatsu denies that it undercuts the export prices of Caterpillar (still overwhelmingly the world leader) in order to carve a stake in the construction machinery market. It says its international sales have been running at about 25 per cent. of those of Caterpillar during the past year or two and it is not engaged in a bid to force the American giant out of the market. However, Komatsu notes that other European and American companies have tended to drop out of the industry recently, leaving a bigger slice for Caterpillar and Komatsu to share between them. Komatsu also claims a technical lead on some products.

The company predicts that exports will be down by 10 per cent. on last year (some outsiders estimate the fall at 20 per cent.) and says the share of exports in its total sales will be 50 per cent. (55 per cent. in 1975). Komatsu thinks a rise in oil prices this December may put some life back into the Middle East market but it is quite obviously not going to sit back and let OPEC sell its bulldozers for it. It has other options including local manufacture in countries where import barriers are building up and the expansion of non-construction machinery sales.

About 30 per cent. of Komatsu's total turnover is in fields other than construction machinery, including industrial vehicles, presses and specialised machine tools and forging equipment. These fields may be extended if bulldozers come up against a temporary barrier.

Komatsu says that it is not in principle enthusiastic about the idea of shifting bulldozers and other construction machinery production out of its Japan plants to overseas sites. It is extremely hard, the company argues, to match the economies of scale that have been achieved in Japan in any

STEEL: KAWASAKI

Momentous decisions

BEFORE THE oil crisis the Japanese Government was encouraging heavy industry to go overseas, not least the steel industry. Companies began to scout for sites and terms. Then came the oil crisis, slower Japanese growth, and Tokyo cooled to the idea of exporting jobs. All but one of the major steel companies took their cue from the Ministry of International Trade and Industry and shelved plans to build steel plants abroad. Kawasaki Steel Corporation was the exception, and for better or worse, the world's number-nine steel producer is now tied to overseas expansion for its future profitability.

As Kawasaki executives frequently point out, the formal decision this year to help build a mammoth steelworks at Tubarao in Brazil is as momentous as the decision in 1951 to build Kawasaki's first integrated steelworks in Japan. Before that, the steel company relied on its competitors for pig iron supplies, and most experts thought Kawasaki crazy to go into the costly new venture. To-day, the other steel companies think Kawasaki a bit foolhardy for sticking to its overseas expansion plans.

The world steel market, they say, is oversupplied with production capacity, and the Japanese steel market is growing slower than it had done in 20 years. Kawasaki's logic for going abroad is triangular. First, the company has no room to expand at its two production sites in Japan (unlike the other steel majors), so any capacity increment had to come from overseas. Second, Japanese steel producers depend on foreign suppliers for their iron ore. Kawasaki thinks it can best get a supply guarantee if it works closely with and in the supplying country. Hence the decision in 1974 to invest \$200m. in a slitting plant on Midway Island in the Philippines: the decision last August to lead a group of five Japanese companies into a 49 per cent. stake in the Capanema iron ore mines of Brazil (even though all the steel will be marketed by Companhia Vale do Rio Doce, the majority partner); and the final agreement, also in August, to take a 24.5 per cent. share in the Tubarao steelworks alongside Italy's Finisider (also 24.5 per cent.) and Brazil's GVRD (51 per cent.). And third, Kawasaki reasons, if there are growth markets abroad, why not produce there?

Although Kawasaki officials are loath to admit it, the Japanese market will not be able to absorb all Kawasaki's share of Tubarao Steel when the works starts up in 1980. So they are bound to supplant, or at least supplement, Japan's direct steel exports abroad, especially if and when direct exports become the target of selective import controls in, say, Europe or America. Kawasaki officials deny this was even imagined when the company first thought of going into the Tubarao venture.

Iron ore purchases and overseas production, however, are only two pillars of Kawasaki's new international edifice. Another, though less important, one is to expand the company's engineering sales abroad. Kawasaki came, admittedly, late to the game pioneered ten years ago by Nippon Steel. But since its engineering services department was created in 1973, sales have risen quickly (to \$7.5m. in 1975) and Kawasaki expects rapid gains in this particularly profitable sector as steel industries get off the ground in developing countries. Are there limits to Kawasaki's expansion abroad? If so, they are ones of available capital and prospective markets; so the company will probably wait to see some results from its Philippines and Brazilian undertakings before making further commitments overseas. Earlier this year, for instance, Kawasaki completed (with Mitsui and a Dutch-German group) a feasibility study on a proposed direct reduction steel mill in Trinidad and Tobago. They concluded that the project, for now, would be uneconomic. A decision to proceed with or drop plans for the mill will be made shortly in talks with the government, but for its part, Kawasaki clearly thinks that the operation would not be profitable enough to justify a further push overseas now.

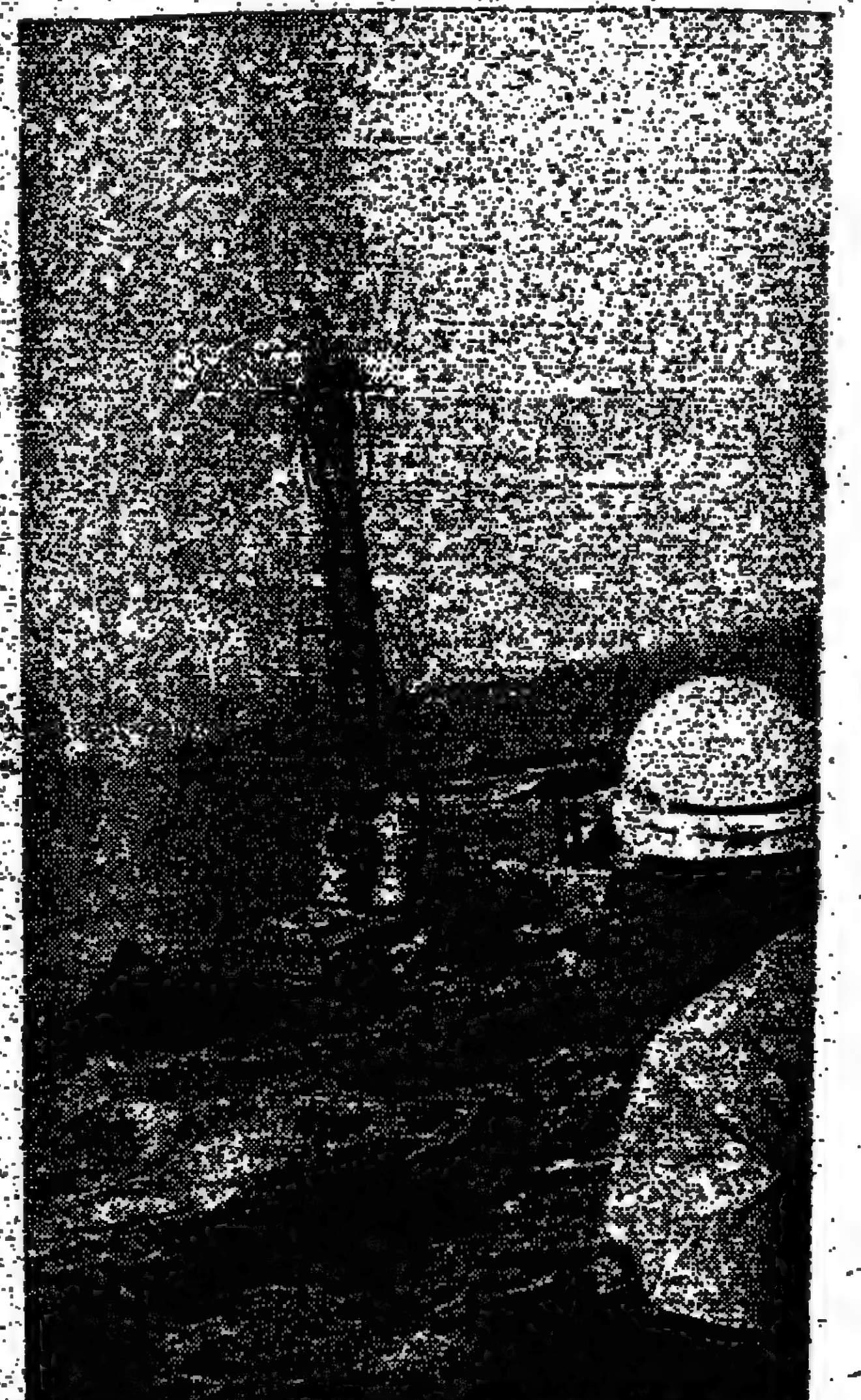
Still, Kawasaki is keeping its options open. Together with Amstar, of the United States, the Japanese company is assessing the feasibility of tapping the 805m-ton Wologisi iron ore reserves of Liberia, even though it is presently economic for ores would have to be shipped to Europe or the U.S., not Japan. As yet there has been no decision on the project, but Kawasaki is interested, a clear indication that it is one Japanese steel company that reckons its future may be brightest in selling to overseas markets from overseas bases. If Kawasaki proves successful at this, its Japanese competitors will have only their fear of risk to blame for their late start.

foreign country. Because of this there will be no Komatsu production in Europe in the foreseeable future and probably nothing in Iran, despite the obstructions recently raised to direct exports by the Iranian Government.

However, reluctance to set up production facilities overseas is not absolute. Komatsu has gone into direct manufacture in Mexico and Brazil. Where markets are big enough and Government incentives have been generous.

Komatsu has a history of shrewd investment in technical and other kinds of collaboration with foreign companies. As an instance of its originality in this area it recently signed a one-year renewable contract with the U.S. company, Pullman Swindell, under which the two companies will exchange information on world-wide plant projects and if possible collaborate in bidding for contracts. Many Japanese companies have been reaching the conclusion recently, that tie-ups with foreign partners may be the best way of maintaining export momentum in future, but Komatsu is one of the first to put the principle into practice.

C.S.



A Komatsu amphibious bulldozer. The operator in the foreground.

Diversifying fast

TEIJIN IS the largest polyester maker in Japan. It is also known for its adventurous diversification policy which has included a variety of overseas projects. "Since every star product has a life span we have to prepare the debut of the next leading product," says Mr. Seiji Yamada, the vice-president responsible for "future enterprises". The principle that stars wane is based on hard experience accumulated during Teijin's 50-year history.

The decline of rayon and the appearance of nylon presented difficult problems which reached a climax in 1971 when Teijin withdrew completely from rayon manufacture. At present, polyester accounts for 51 per cent. of Teijin's total sales but Mr. Yamada and others are worried about over dependence on a single product. This fear provided the motive for establishing the "future enterprise" headquarters.

Teijin, which has masterminded Teijin's colour fields in education, medicine, food, housing, cosmetics, car imports, oil exploitation, and cattle farming.

The industry on which Teijin placed its biggest hopes when it launched its diversification programme was oil exploitation. The company has invested in eight overseas oil ventures since 1970 including three major projects in Nigeria, Iran and Malaysia. The most promising of the three, in the Nigerian offshore concession, has now reached the stage of economic evaluation of oil. Teijin's biggest investment, however, was in Iran where it discovered gas after drilling nine test wells, but no oil. The oil programme has cost the company ¥7.2bn. up to now and Teijin says it will have wait "several more years" for the investment to pay off.

Next to oil, Teijin is putting its faith in the success of cattle raising ventures in Brazil and Madagascar. A 100 per cent. Teijin-owned cattle ranch was established in Brazil in 1974 and now has 16,000 head of cattle (the eventual target is 60,000, to be reached in five years). Teijin's President, Mr. Shinzo Oya, chose ranching in accordance with the dictum that industries connected with housing, clothing and food are safe even in recession because

for the production of chips and will be open first European plant in 1978. Adding the other new plants to existing ones from its five other ventures, in Korea, Taiwan, Philippines, Brazil and Mexico, Teijin says its production will account for its total capacity of 1.5 million spindles by 1978. In that year its share of world output should be about 10 per cent. Teijin's overseas investment policy is based

on the dictum that industries connected with housing, clothing and food are safe even in recession because

vestments in these industries are linked to "basic human needs".

Looking outside basic human needs, Teijin has made a name for itself as the Japanese partner in Teijin-Volvo, a joint venture company founded in 1974 to market the Swedish company's cars in Japan.

None of Teijin's new ventures have shown enough promise yet to become the "main pillar" which may one day be needed to replace rayon. It may be just as well, therefore, that the company has been highly successful in its overseas ventures in the textiles industry itself. The biggest of these is PT Teijin Indonesia Fibre Corporation (TIFC), a joint venture for the production of polyester fibre for which Teijin put up 30 per cent. of the capital. Part of TIFC's production line came on line in operation in March of this year and the company will be in full operation by next spring. Teijin says its overseas operations usually take three years to make a profit and pay dividends from the fourth year on. Teijin also went on the U.S.

this year, establishing a plant

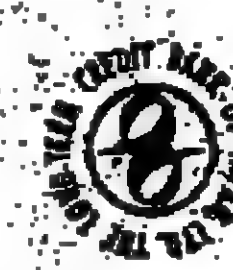
TEXTILES: TEIJIN

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شركة في اليابان

Calculating exports

FUJITSU LTD. is the leading company in the Japanese computer industry which probably has the least to fear from international competition—computers. Investment in the Japanese computer industry was not fully liberalized until the end of last year. 24 years after the barriers removed from most other sectors of the economy, IBM, however, was established as the barriers were set up (1954) and accounts for a significant though gradually declining share of the domestic market.

One might expect the major Japanese companies (apart from those they include Hitachi, Toshiba and NEC) to be wholly preoccupied with the competition on home ground, but Fujitsu sees the battle with IBM as being a world-wide contest. Two years ago (in the six months from April to September 1974), exports accounted for 2 per cent of Fujitsu's computer sales. In the six months ended last September, exports were 10.7 per cent, and 30 Fujitsu says it will be 30 per cent of its sales.

Fujitsu stresses two basic approaches to doing business abroad. The first point is the company, apart from a computer manufacturer (computers are now 75 per cent of total sales), is also a communications specialist. It started out in 1935 as a manufacturer of telephone exchanges and built its first computer in 1954. It claims to be the only company in the world with expertise in the telecommunications and electronics fields. The use of such expertise can be demonstrated 18 years ago when Fujitsu signed a contract with the Spanish telephone corporation (Telefonos de Espana) and the Spanish National de Industria to supply \$50m. worth of telephone switching networks. The contract includes the Fujitsu's newest and



Workers at Fujitsu's Numazu plant celebrating shipment of the factory's first computer for export.

largest computers (the M-180) is a substantial shareholder. Consolidated Computer will be using Fujitsu know-how to build small-scale computers and will pay Fujitsu 1.5 per cent of its sales income as a service fee. Fujitsu admits to being interested in tackling the Brazilian market through some form of tie-up with the Government, although it declines to disclose

Fujitsu's second principle for doing business abroad is that it makes a point of entering into partnerships with foreign governments, which IBM, with its preference for 100 per cent owned overseas subsidiaries, is usually reluctant to do. The Spanish venture illustrates this principle as well. Fujitsu believes that it would not have won the \$50m. export order if it had not also been willing to form a joint venture with CINE and INI to establish a computer company in Spain. The company, Sociedad Espanola de Computacion e Informatica, will start building computers and peripheral equipment at its Madrid plant early next year. Fujitsu holds a 30 per cent share in the new company's \$11.7m. capital.

Fujitsu has used a Government tie-up to enter the Canadian market. In July this year it announced that it was taking a 20 per cent stake in Consolidated Computer Inc., a manufacturer of terminal equipment in which the Canadian Government

details. It also admits that the principle of working with Governments has one major exception. This is the U.S. market, where Fujitsu has a close and rapidly developing relationship with recently formed U.S. manufacturer Amdahl Corporation. Amdahl was founded by a former IBM executive, Dr. Gene M. Amdahl, and delivered the first of its 470V/5 computers last year. Fujitsu has a 30 per cent stake in Amdahl and is supplying about 60 per cent of the components for Amdahl's machines. Fujitsu has "just" started to manufacture computer parts in a factory in California (but declines to give details of the scale of the operation). It will also be jointly involved with Amdahl in setting up a new company (Amdahl Interna-

tional) to sell 470V/5 computers in Europe and elsewhere. The Fujitsu-Amdahl partnership seems to be based on a pooling of Fujitsu's production experience with Amdahl's basic design ideas and U.S. marketing ability. It differs from the other major partnership in which Fujitsu is involved—its tie-up with Hitachi on basic development work for new types of computers. Fujitsu and Hitachi, after prodding by the Ministry of International Trade and Industry, got together to develop a series of super-large computers, different versions of which are now being marketed by each company. They also co-operate to a limited extent in marketing, but not so far as overseas sales are concerned.

Fujitsu has one more principle in its strategy for conquering world markets. It does not believe in going it alone like the British company ICL, which has a wholly original kind of software. Fujitsu computers use basically the same kinds of software as IBM computers, so that a customer could make the switch from IBM to Fujitsu without having to retrain its entire data processing system. Fujitsu says, however, that it would be impossible to make the switch in the reverse direction — if anyone ever wanted to.

C.S.

COMPUTERS: FUJITSU

Zippering up the market

S COMPANY logo boasts fastener around the world. Its own count, YKK zippers reach the moon and back till circle the globe.

YKK's founder, Mr. Tadashi Yoshida, departed early on the need to manufacture on the spot in overseas markets. YKK managers stress the need to provide a wide range of zip fasteners at short notice, with early push abroad, first through exports and then, shipping for deliveries. The company also foresaw the threat of import restrictions if Japan's export boom continued unabated. So, after an initial push into foreign markets (via "dumping" zippers at too-low prices, according to YKK competitors), the company decided to build overseas plants in each case to take over and hopefully expand YKK's export market share.

This YKK has done with a vengeance. Its first overseas facility was opened in New Zealand in 1958, proved a success, and others followed. One of the company's largest plants, at Macon, Georgia, was opened in 1974 at a cost of \$15m. and was the fourth manufacturing site in the U.S. after all sales. Overseas

growth, in short, has been phenomenal. YKK's founder, Mr. Tadashi Yoshida, departed early on the need to manufacture on the spot in overseas markets. YKK managers stress the need to provide a wide range of zip fasteners at short notice, with early push abroad, first through exports and then, shipping for deliveries. The company also foresaw the threat of import restrictions if Japan's export boom continued unabated. So, after an initial push into foreign markets (via "dumping" zippers at too-low prices, according to YKK competitors), the company decided to build overseas plants in each case to take over and hopefully expand YKK's export market share.

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Jersey. In 1976 alone, YKK has opened plants in Spain, Bolivia and Brazil, and will soon open its smallest overseas facility to date in Swaziland.

YKK owns most of its overseas plants outright, depending on joint ventures only where it is deemed "politically" advisable. So, for instance, the Swazi venture will be 50 per cent YKK owned, 40 per cent held by various African shareholders, with 10 per cent of the shares reserved for individual Swazi shareholders. The plant will at first manufacture zips for domestic sale, but YKK sees the possibility of future expansion as a base for export sales to South Africa, political circumstances permitting.

On the other hand, YKK is planning an Austrian subsidiary which will be 100 per cent held by Yoshida Kogyo K.K. The company decided to build a factory near Vienna to service an expanding market in Eastern Europe (which has been stocked from German or Japanese production sites until now) YKK's decision not to

build a plant in Eastern Europe itself was based on a belief that one plant to cover the entire area would not be enough (because of rivalry between the countries), and the Comecon market would not be large enough to justify the sort of strategy adopted for the Common Market, like building manufacturing facilities in each of the countries.

If competitors are correct in asserting that YKK's trade practices were unfair in the first instance, the company has rarely been called to task. In 1973, the Canadian authorities found YKK guilty of dumping its zippers. YKK immediately raised its export prices, and laid plans to produce locally. Today, the Canadian market gets 90 per cent of its YKK zips from YKK's Montreal plant and only 10 per cent (specialized zippers) from YKK in Japan. In the U.S., a dumping investigation in 1973 by the international trade mission rejected the contention of American zip producers, but the publicly convinced YKK to raise some of its prices and step up its local U.S. manufacturing from the Macon plant.

D.R.

FASTENERS: YKK

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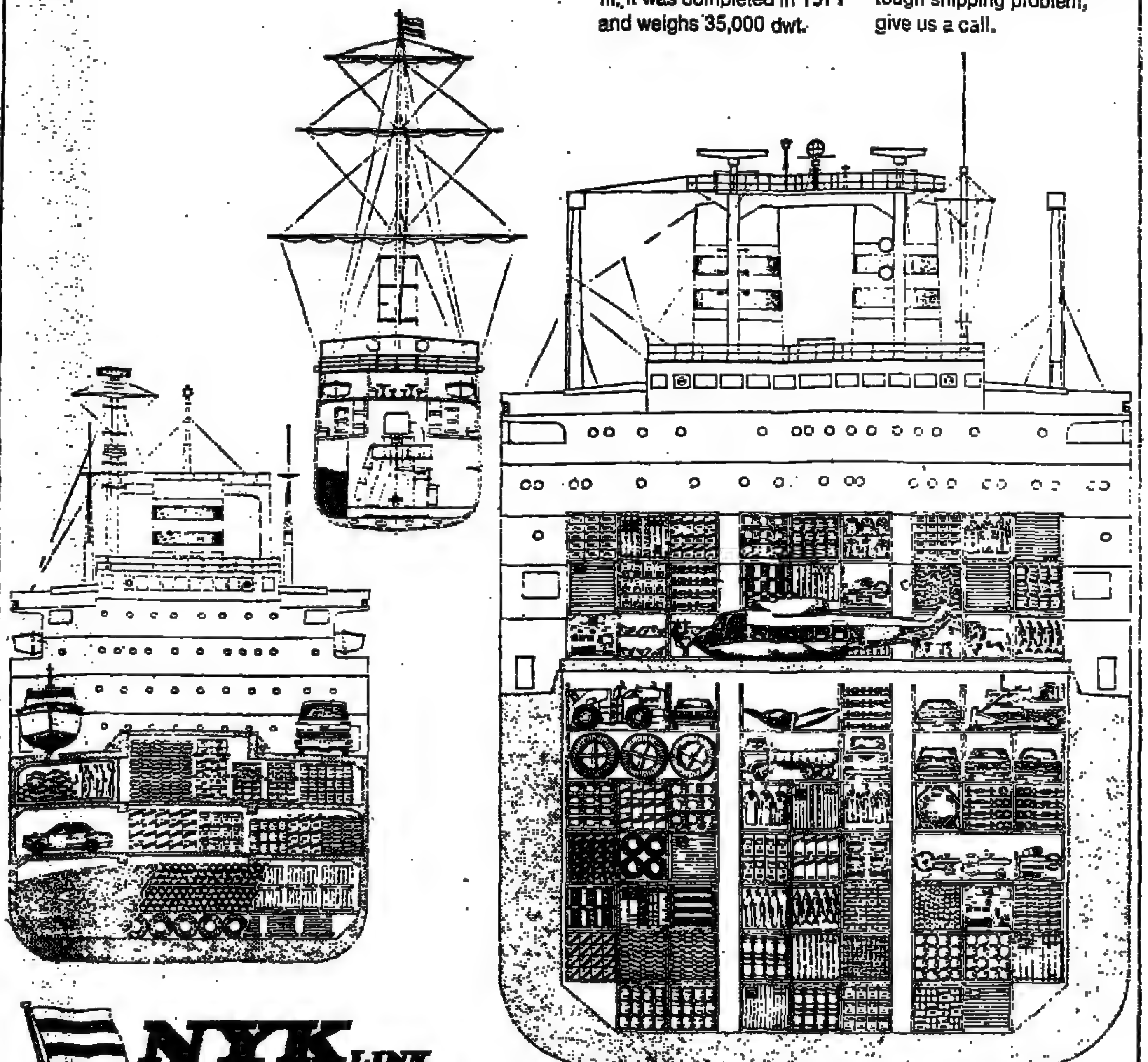
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JAPANESE INTERNATIONAL COMPANIES VIII



A product quality discussion by the assembly line at a Matsushita.

Sauce for the world

FOOD : KIKKOMAN

MOST PEOPLE would probably write off soy sauce as about the least exportable of Japanese products. Not so Kikkoman Shoyu Company which now has an American factory turning out 10,000 litres a year and is planning a manufacturing venture in Europe. Kikkoman is a very long-established company. It has been brewing soy sauce at a plant 30 miles from Tokyo for the last 250 years and now supplies about 35 per cent. of the Japanese market—a vast one with the average Japanese consuming more than ten litres per year.

Kikkoman started exporting soy sauce in 1869, the year when Japan opened its doors to the outside world after two centuries of seclusion. Its overseas customers were mainly Japanese emigrants.

In 1949 Kikkoman decided to try to develop a non-Japanese market for its products in the U.S. It succeeded to the point where, in 1973, the Americans were using enough soy sauce for a Kikkoman factory in the mid-

west state of Wisconsin to become an economic proposition. Kikkoman chose Wisconsin because the raw materials for soy sauce, soy beans and wheat, are both grown in the state. It put \$10m. into the project and is currently operating the factory at 90 per cent. of capacity and plans are about to be approved for a 30 per cent. expansion. The U.S. market for soy sauce remains tiny compared with the Japanese one with more than 100,000 litres per year compared with over 1m. litres for Japan. But Ken Kikkoman says: "About 80 per cent. of the reasons for the last third of the '70s' sauce sold through American supermarkets and at least 75 per cent. of the oriental food store market where the main customers are immigrants from Japan, Korea or China. One of the points of developing a U.S. market for soy sauce, says Kikkoman, is to prove that soy sauce goes well with Western food. The company hopes this point will not be lost on its customers in Japan. Kikkoman's strategy in Europe will be to start by establishing restaurants where soy sauce will be used with Western and Japanese dishes, then move on to local bottling of the product, and finally to the establishment of a factory. So far there are two Kikkoman restaurants in West Germany operating under a joint venture with a local agency, restaurants which are serving "tepanyaki", a mixture of beef and vegetables grilled in front of the customer on a steel plate. After West Germany Kikkoman plans to attack the U.K., because it understands the British have a taste for oriental foods, and

then Holland and Scandinavia.

Kikkoman says it took years to open its American factory from the time it finished a wholly owned manufacturing subsidiary in California.

The move into Europe was faster but, as he puts it, a company with a 350-year history "can't be minutely planned."

In recent years Kikkoman diversified into wine, drinks, tomato ketchup Worcester sauce, which it itself sells as both a bottled and powdered sauce, and agreement which came into operation last May. The flag behind all these moves comes mainly from the family which founded the man in the 17th century retains most of the top management positions in the company nowadays only a portion of the total equity of the Mogi clan and other management staff degrees in business administration from American uni-

Making up lost time

ELECTRICAL INDUSTRY : MATSUSHITA

"MNAMOS NUESTRAS fuerzas.
contodo el corazon con el fin de
construir un nuevo y gran Peru,
abajando con entusiasmo y
produciendo sin cesar . . . arriba
la industria. arriba la industria,
destaquemos la union de
National Peruana."

Thus runs the company song of National Peruna, a fully-owned subsidiary of Matsushita Electric Industrial Company. The emphasis on all-out effort for growth in industry is absolute in the song sung at Matsushita headquarters in Osaka was changed two years ago. It now talks of "love, light and a dream," Matsushita Electric, and sounds ridiculously Chinese with its refrain to "let us bind together a world of blooming flowers." Of course, the company song falls far out

western ears, but at Matsushita, the new song (for use in Japan) and the old (for foreign manufacturing sites) betray a strong undercurrent of feeling inside the company that the future may hinge on its ability to export workers overseas to repeat the Japanese miracle of the 1960s and early 1970s.

Matsushita is starting up production at its new Welsh colour television plant in November, the most recent in a long line of foreign ventures which have pushed it to a leading position among world electric appliance makers. Indeed, a search through company records turns

up the surprising fact that the producers of National Panasonic, Quasar and Technics equipment started overseas production in 1938. The war put an end to those first Matsushita activities in Japanese-controlled Manchuria and Korea, and it was not until 1959 that the company began again to push overseas (with the creation of Matsushita Electric Corporation of the U.S.). But the company has made up for lost time.

If there is one consistent theme to Matsushita's growth strategy, it is the need to manufacture inside growth markets. To-day, with 28 manufacturing

sites abroad, Matsushita exports only 20 per cent. of its Japanese production (compared with 53 per cent. for Sony, also a major Japanese manufacturer overseas). This theme explains the Wales factory: at the company's Osaka headquarters, executives unashamedly admit that the decision to manufacture in Britain was taken in order to gain a foothold in the European Economic Community. Until now, Wales has only a reputation as a Belgian dry battery factory. The time had come (with growing European resentment of unemployment-fostering Japanese exports) to build appliances on a larger scale. Wales is first, but others will follow.

D.R.

RETAILING: DAIMARU

JAPANESE DEPARTMENT
stores have a poor track record in setting up businesses abroad. Several went into the American market in the 1960s, later pulling out or scaling down their activities because the U.S. market was already saturated with large retail businesses dominating their own importing of Japanese goods. One Japanese company that stayed away was Daimaru, to-day the country's second-largest department-store chain with estimated sales this year of about \$1.2bn. and an average profit of \$10m. in the last three years. Now, Daimaru has embarked on a careful but seemingly profitable path to overseas business, and merits watching.

Daimaru's presence in Europe is limited to its Paris subsidiary (opened in 1973) and a new outlet in Lyon (in turn a subsidiary of Daimaru's French holding company). According to company officials,

the European venture is a modest one: it is designed to "acquaint" buyers with Japanese goods (as well as to acquaint Japanese residents and tourists). It aims at the very top end of the market, so Daimaru hopes to generate large-scale sales through French department stores rather than its own branches. Other European ventures of this sort may follow, but for the moment Daimaru is putting its eggs in another basket: South-East Asia.

Daimaru has two large operations in the region: Hong Kong and Bangkok. The Hong Kong operation, opened back in 1960, is the bigger of the two, but because of costly rents also the less profitable (although it never loses money). There was a 14-year gap before Daimaru

DAIMARU

opened in Bangkok in May 1974, but its experience with Thai Daimaru (capitalised at just over \$1m.) will probably mean less time before the next South-East Asian venture.

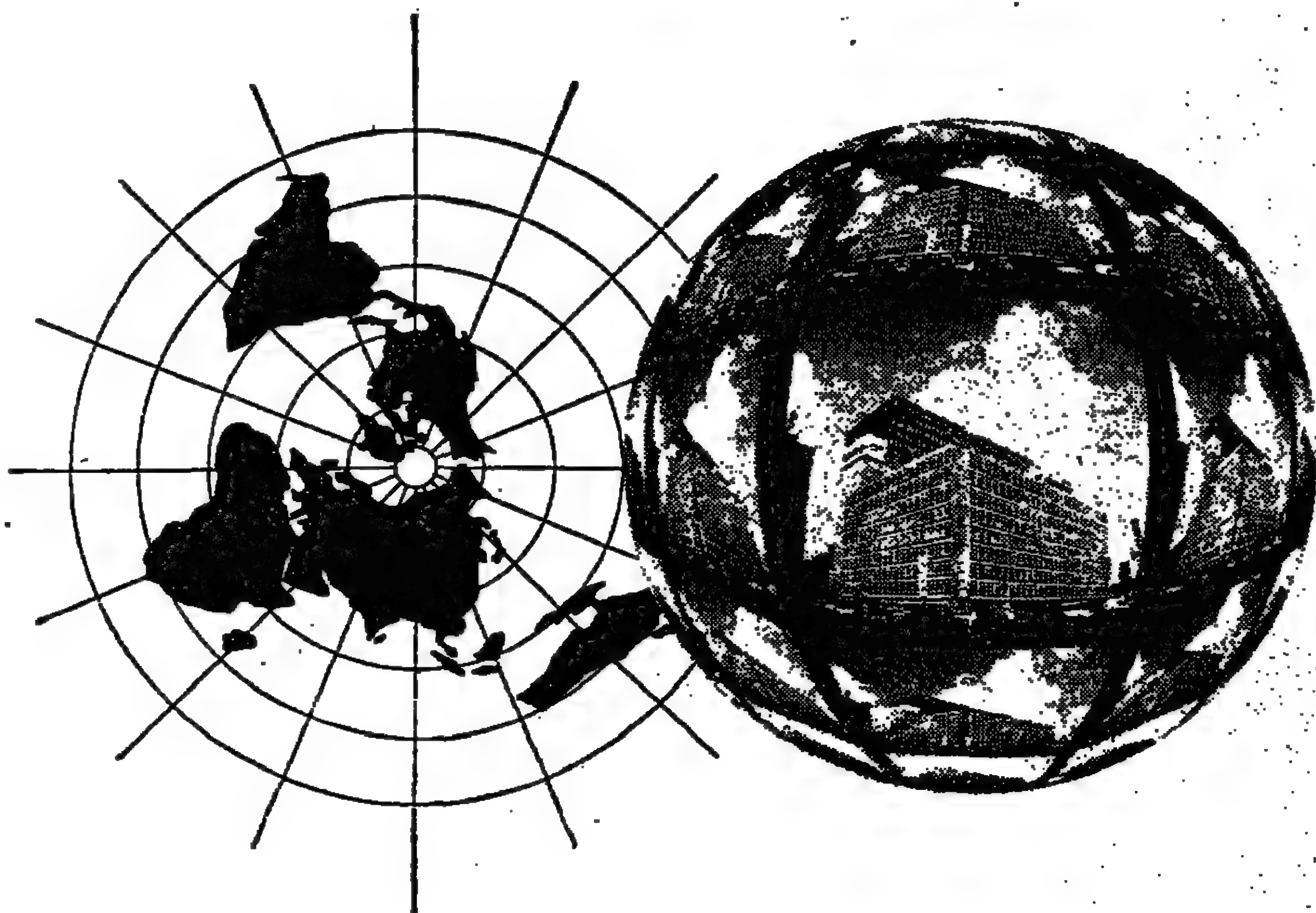
Already, Daimaru has sold its know-how for the creation of department stores in Burma and the Philippines, and has formal proposals from local investors to set up Daimaru department stores in both Manila and Singapore (with Jakarta not far off). The proposals are still being studied at Daimaru's Osaka headquarters, but the company's success in Bangkok probably means it is well suited for the new ventures.

The cornerstone of its operations in Thailand is to provide Thai articles to the Thai public. Thus, 85 per cent. of the goods

sold at its Bangkok store made in Thailand, 10 p in Japan and 5 per cent in Europe. (By contrast, 100 per cent of the men's is Japanese; in Paris, 100 per cent.) In this way, I brings in its retailing to pioneer local products returned a steady since opening.

In a parallel attempt to gain acceptance of its brand stores, the decided to sell large items to domestic investors. It retains 55 per cent Hong Kong venture and per cent in Thailand (although Japanese both). It is in this sort of that has attracted five Singapore and Mani could make Daimaru a big Japanese name growth retail markets.

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Labour troubles and fragmented responsibility are delaying crucial British industrial sites. Kevin Done reports from Redcar

Heartbreak House on Teesside sites

NG DELAYS on large industrial sites like the one on the Teesside are being experienced by the new steel works have been extensively reported. To the clients, the nationalised industry is increasingly becoming a source of problems. The unwillingness of plant manufacturers to be involved in the vital management. These, so the clients say, are back and handing job of installing equipment to numerous sets of actors. This management is being created at a point where control is needed. The failure to maintain levels of site are very high of the scale of capital involved. This is particularly at Teesside where the BSC's development, major project "Phillips Petro-2000" oil terminal at its, major new chemical or Monsanto and ICI, nuclear power station, is now at least 18 months behind the original target in 1972, and Phillips' oil terminal is 12 months behind.

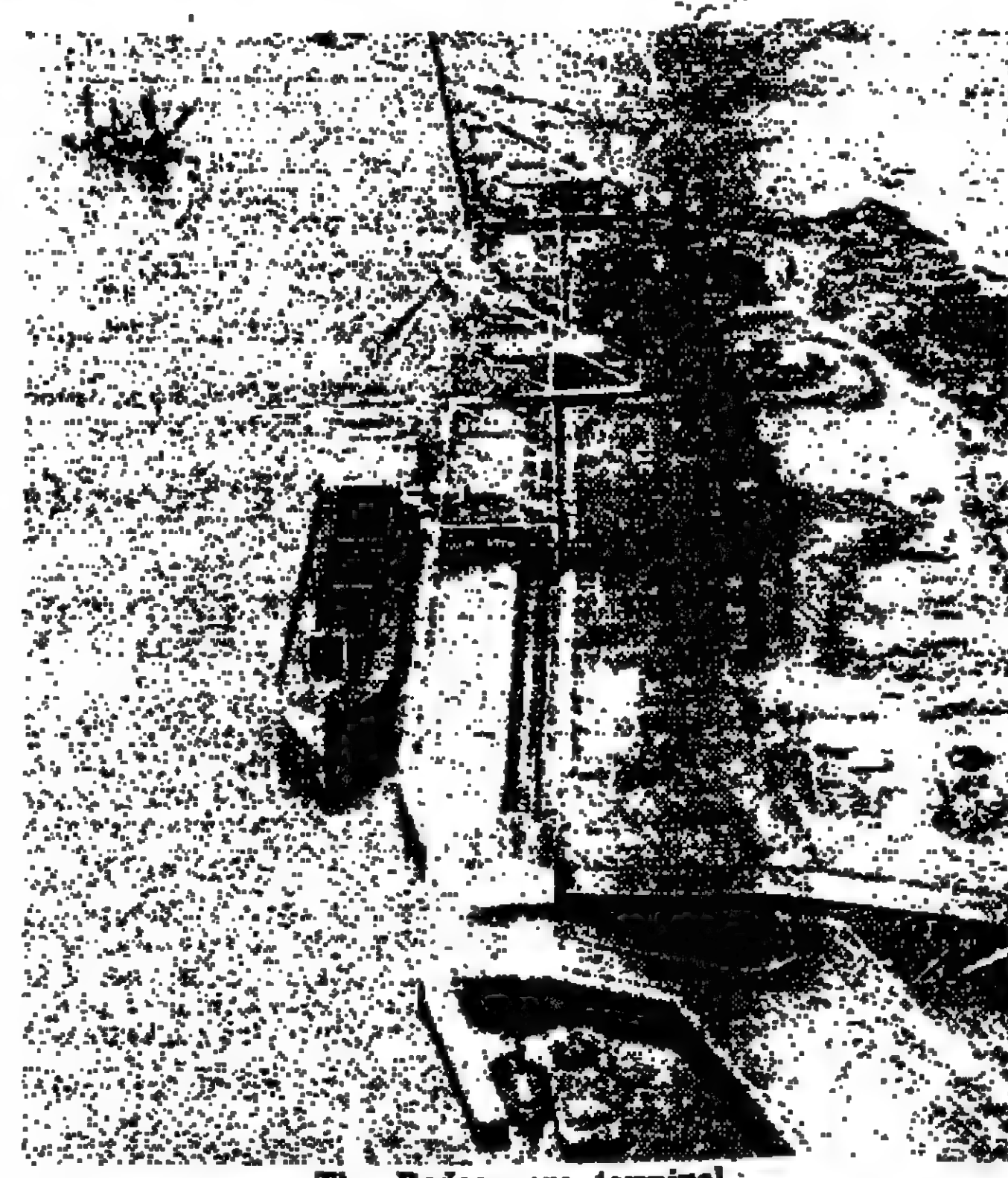
scale of the investment matched in the past 12 years an equally impressive industrial disruption. To Dr. Alan Hind, of the Northern Council, the number of jobs lost in the first nine months of 1976 totalled 715,000 compared with only 105,200 in the 1975. And this record does not include all

the days and half-days lost in minor disputes. As a client investing more than £600m. a year on large-scale capital projects, BSC has more to lose than most unless the worsening of these problems is reversed. It recognises that some of the difficulties at Redcar stem from the introduction of relatively untried processes.

But the BSC is willing to stand comparison with competitors in either Europe or the U.S. on such primary factors as design, and process specification, and to claim a performance on controlling actual capital spending compared with originally estimated costs that is as good as any in private industry.

But the favourable comparisons end at site performance. At Redcar the civil side of the project has gone quite well, but work became bogged down on the mechanical engineering side with endless disputes among the workers of the scores of contractors and sub-contractors. The major question facing clients is how to induce a more positive attitude to site construction among the process plant makers. For the civil contractors the site is their factory, the place where all their energies are concentrated. For the plant makers the site is the poor relation. As little as 20 per cent of the value of each contract is derived from site installation. The 80 per cent comes from work done in the factory, before equipment ever reaches the site, leading plant makers to consider the site as something of very secondary importance.

Several major process plant makers who previously had



The Redcar ore terminal.

The civil contractors, by contrast, have generally acquitted themselves well. Flexible industrial relations have allowed them to come more successfully through the minefield of national agreements, site agreements and area rules. (With such complex workforces at least three nationally negotiated agreements are involved on one site—a green booklet for the electrical contracting industry, a built one for the civils and a blue book for the mechanical construction engineering agreement.)

Inter-union fights, demarcation disputes, political subversion, the threat of redundancy, claims for massive severance bonuses and completion pay-

ments outside the local contract—all are used to explain away the indiscipline of site workforces. The case is not accepted by Mr. Walter Blackburn, a member of the breed of General Workers' Union convenor for John Lains at Redcar, and a member of the breed of Tory shop stewards—and by Mr. Barry Walton, the Lains shop steward for the Union of Construction Workers, Allied Trades and Technicians. The symptoms of disaffection are only the result of the employers' wretched approach to industrial relations, they say.

Members of the major mechanical union at Redcar, the Amalgamated Union of Engi-

neers Workers have formed a committee of shop stewards to co-ordinate the actions of the 2,500-strong workforce on the site. The civils have found this unnecessary for their 1,500 men. When the mechanicals act, they feel they must do so in strength. They feel they are dealing with management that cannot make decisions, the shop stewards say.

When disputes arise they find that management levels that really count are inaccessible. At the level at which they are forced to deal they find management's hands are tied by the client, BSC. They have tried to arrange regular meetings with the contractors' sub-committee, but say they have always been refused.

In a situation mirrored across the country, they say, contact has all but broken down between men on the site and their national and local full-time union officials.

The mechanical workers clearly feel themselves the poor relation on the site, often earning as much as £2,000 a year less than their colleagues on the civil side, who can pull in as much as £6,000, and who have often negotiated far more favourable bonuses and severance payments.

Their talk is peppered with dissatisfaction. The stinging of ambulance points: canteens that don't function; high charges they face from local landlords; sometimes to sleep six to a room; the difficulties of installing equipment that does not fit and may have to be sent to the Continent for expensive re-drilling; the lack of incentive to finish a job, but above all the necessity of waging fights over "rights, principles and conditions." As one of the shop stewards complained: "It is management small-mindedness, they are not living in this century."

To talk to the civil contrac-

tors' stewards is apparently to enter another world. According to Mr. Blackburn, "The biggest thing is industrial relations. If you set up dispute procedures that are clearly defined and workable, you will never get a problem. It's when this gets blocked that you get men walking off the site."

"The troubles are happening mainly with the mechanical unions. They do not have good relations with the management or good grievance procedures. We have procedures to get from the lowest to the highest echelons of management very quickly. No barriers are put in our way, but the mechanicals have not got this rapport. They are up against a brick wall and have to solve their problems in other ways. We can go straight from digging a trench to the agent's door."

The civil contractors have shown themselves to be far more amenable to concluding bonus agreements favourable to their workers—witness the Lains settlements at Graythorpe, to get their oil platform jacket completed. The method of buying off trouble with money has caused resentment and anxiety among many contractors and clients in Teesside. With such a concentration of major construction sites the bandwagon effects of bonus claims and the like is great.

But Mr. Blackburn insists that its enlightened management policy has kept the civil workforce largely peaceful. "The men respond to open, honest management, nothing is disbarred to us, they bring the balance sheets, and we know how far we can go without destroying the company. We are all there for the same reason—to build a site." Disagreement might come, however, when you decide

Agitation

A recent dispute among Mowlem's tunnelling workforce sheds interesting light on outside political agitation and BSC's overall management of the site. Agitators arrived from various parts of the country to picket the site and foment trouble, but an awareness of their intentions denied them the support of the civil engineering workers across the site. But BSC security was seemingly so lax that the agitators had open access to the site. One flying picket was actually to be found in a BSC security checkpoint phoning friends around the country. According to Mr. Blackburn bricks have disappeared from the site by the million, and scaffolding by the lorry load. But such incidents are only sidelights on the continuing disputes. The NEDO report blamed the "vicious circle of inefficiency and delay on poor industrial relations" a finding echoed by Mr. Blackburn. "There's only one major factor, industrial relations, and that can't be stressed enough."

Key supply

et

M. Hughes.

Blackaby's adherence to a conclusion (November 4) to conclusions which it is not supporting a supply target rest on the fact that the monetary target is exacerbated by the of the institutions and it money supply is only a indicator and should be regarded as a policy

Letters to the Editor

The control of the money supply is important. Perhaps if this was openly welcomed rather than grudgingly undertaken, we would have more reliable and frequent monetary statistics with which to judge economic activity.

Michael Hughes.

Capel Care Myers.

High House.

Halborn Viaduct, E.C.1.

Life of the gas reserves

From Mr. J. Goodland.

Sir—Before we throw our caps in the air at the prospect of fresh supplies of natural gas from Frigg next year and Brent in the early part of the next decade it would be wise to consider the life of proven reserves over which the U.K. has firm contracts, and their deployment to the best advantage of the British economy.

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From the Chairman.

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Sir—My friend, Mr. Mark Griffiths (November 4) presents a reasoned critique and of necessity an apology of the existing commission structure for insurance brokers. It is not too difficult, however, to use his argument to support the increasing development of fee charging consultants in the insurance and financial sector. These consultants are not remunerated by the insurance company. Hence their sales of the insurance company no longer have control over the commissions payable which themselves are, needless to say, determined by the type of business the insurance company seeks to attract. There is little the broker organisations can do about the commission basis as has been shown many times in the past years.

The pound and exports

From Mr. A. Faupel.

Sir—Mr. Shaw (November 3) is of course right—in theory, just as it follows that if it takes one boy one hour to mow a lawn it should take two boys half an hour whereas, boys being boys, it might well take them two hours. Provided the exporter has a monopoly of the goods he is exporting, he could maintain his price in the event of a fall in sterling.

In real life, however, exporters have to compete with other exporters to whom they would quickly lose out if they followed Mr. Shaw's idea. The solution is for the Government (unless it can guarantee the stability of sterling) to require all exporters to invoice in hard currencies.

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Rail. Witnesses: Department of Transport.

House of Lords: Aircraft and Shipbuilding Industries Bill, third reading. New Towns (Amendment) Bill and Sexual Offences (Amendment) Bill, report stages.

OFFICIAL STATISTICS

Provisional figures of vehicle production and estimates of new car registrations (October).

COMPANY RESULT

De La Rue (half-year).

COMPANY MEETINGS

Gallenkamp (A.I.), Winchester House, E.C. 11.30. Staffordshire Pottery, Stoke-on-Trent, 12.30.

OPENA

English National Opera production of Rigoletto, Coliseum Theatre, W.C.2, 7.30 p.m.

Industrial relations

From Mr. R. Scott.

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COMPANY NEWS + COMMENT

Hoveringham expands 91.3% midway

AS EXPECTED, profits before tax of Hoveringham Group for the first half of 1976 are significantly greater than the same period last year, showing a 91 per cent rise from £443,000 to £1,235,000. Turnover was higher by 21.7 per cent, to £11,090,000.

The chairman, Mr. G. H. L. Needler, says that favourable conditions have continued into the second half. However, the industry remains concerned about current and future trading and forecasting is not therefore feasible.

The net interim dividend is lifted from 0.375p to 0.50p per share—last year's total was 1.96p per share—on a basis of £1.57m. First half earnings per share are 2.92p against 1.38p.

	Half-year 1976	Half-year 1975
Turnover	£11,090,000	£9,030,000
Trading surplus	£1,235,000	£443,000
Depreciation	£18,000	£15,000
Profit before tax	£1,217,000	£428,000
Tax	£200,000	£100,000
Net profit	£1,017,000	£328,000
Extraordinary dividend	£11,000	£11,000
Dividend	£1,028,000	£339,000
Retained	£189,000	£89,000

comment

Hoveringham has increased pre-tax profits by 91 per cent, despite the continued sluggish demand for building materials. The achievement is primarily due to the £2m investment in ready-mixed concrete plants over the past five years. The company already had the sand and gravel reserves, so the move was by way of vertical integration and it is now paying off handsomely. After the initial growth, the number of plants has now levelled off at 43 but market penetration has improved and, of course, the start-up expenses must be over. Unfortunately, Hoveringham cannot defy the economic facts of life indefinitely: the cuts in public expenditure made so far have reduced activity and the second half is unlikely to be as good as the first. There is also the fear of more cuts in revenue; the company cannot resort to exports but strong liquidity and strong defences. At 18p (up 2p yesterday) the shares yield a prospective 16.4 per cent.

Expansion at Pugh Davies

Manchester-based textile distributors and property owners, Pugh Davies and Co., made a profit for the year in January 1976 of £119,153 against £89,948 last year.

Dividend is maintained at 1.75p net per 50p share.

Tax for the year was £16,925 against £32,272. Retained profit was £43,483 compared with £29,940.

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Silhouette jumps 75% midterm

REFLECTING a higher degree of activity in the U.K. plants and the elimination of residual losses, incurred in the closure of the Thurnscoe plant, pre-tax revenue of Silhouette (London) jumped 75 per cent in the first half of 1976. Turnover for the period expanded by just over 11 per cent, from £3,510m to £3,891m.

Profits in the second half of 1975 of about £2,000 were very modest, and chairman, Mr. T. Blumenthal, anticipates a very much better performance in the second half of this year. However, the greater part of the profits are made in the first half, he points out.

The interim dividend is lifted from 0.65p to 0.715p net—last year's payment was 2.25p per share—on a basis of £1.57m. The improvement in first-half profits has been achieved in spite of the continuing difficulties in the company and the directors are taking advantage of the export opportunities provided by the weakness of the pound. In France, sales and production have been substantially increased and profitability is rising.

Although new initiatives to improve trading in Belgium are being implemented, they have yielded the losses which have been aggravated by the difficult trading situation there. The company operates as manufacturers of foundation garments, swimwear, beachwear and children's wear.

comment

The 75 per cent. pre-tax profit jump at Silhouette underlines just how dependent the group is on Marks and Spencer's stocking programmes. Last year M and S was stocking and the half-time figures showed it. This year it was the reverse. In addition, the group is supplying M and S on its rapidly growing children's wear side. But there was also the long, hot summer which boosted swimwear, and the company is becoming slowly less dependent on the declining foundation garment sector. The by in the interim in the second half could be the high cost of materials—locks—nearly 80 per cent of the swimwear materials are imported. Nonetheless, full-time figures, reverting back to a normal trading pattern with the second half producing about one-third, could reach £300,000. Excluding minorities, and if the Belgium losses continue at current levels, this could produce a p.e. of 2.9 on a share price of 35p. A maximum dividend increase would give a yield of 20.3 per cent.

Euston Centre Props.

PRE-TAX REVENUE of Euston Centre Properties for the six months ended September 30, 1976, was up from £639,000 to £730,000. Tax takes £380,000 against £332,000.

The directors anticipate that pre-tax profit for the year will exceed £1.4m. Last year's figure was £1.18m.

ROSIGILL

The chairman of Roskill Holdings, Mr. J. L. Innes, told shareholders at the annual meeting that the group expects "to show in trading terms, that is, before taxation, a very strong performance, an overall profit for the first 28 weeks of the current year."

The group incurred an overall loss in the last financial year of over £300,000, compared with a

DIVIDENDS ANNOUNCED

Company	Current payment	Date of payment	Current payment	Date of payment
AS Foods	0.715p	March 14	0.715p	March 14
Capper-Neill	1.42p	Jan. 6	1.42p	Jan. 6
M.Y. Dart	0.715p	Jan. 10	0.715p	Jan. 10
M.Y. Dart	0.715p	Jan. 10	0.715p	Jan. 10
R. Goldman	0.715p	Jan. 10	0.715p	Jan. 10
Hoveringham	0.50p	Dec. 20	0.50p	Dec. 20
Inter-City Investment	0.15p	Jan. 10	0.15p	Jan. 10
Lucas	5.94p	Jan. 4	5.94p	Jan. 4
Pachins	3.25p	Jan. 4	3.25p	Jan. 4
Pugh Davies & Co.	1.75p	Dec. 28	1.75p	Dec. 28
Silhouette (London)	0.715p	Dec. 30	0.715p	Dec. 30
Young Companies Inv.	1.2p	Dec. 30	1.2p	Dec. 30

Dividends shown per share net except where otherwise stated. * Equivalent after allowing for scrip issue. † On capital increased by rights and/or acquisition issues. (a) To reduce disparity with final.

Sirdar re-equipped and ready for more growth

THE PRIORITY of Sirdar in 1976 has been the installation of new equipment which has involved high overhead and stock levels. Mrs. Jean Tyrrell, chairman, says the company will be among the most modern in Europe and priorities will then change to reducing borrowings, balancing stocks at a correct level and, if the market will allow, increasing profits.

The current season has started well for the group and the machinery being installed will not only increase efficiency but will also produce yarns of even higher standard. The recently installed fancy twisting machinery will enable the company to make its own fancy yarns, so much in demand for both home and export markets. Mrs. Tyrrell is confident that the investment will be well justified despite the current unsettled economic climate.

Referring to the decision, taken towards the end of 1975, to bring forward the company's plans for machinery replacement, the chairman explains that there were three reasons—to take advantage of assistance available under the Industry Act and the Wool Textile Scheme, to avoid as far as possible rapidly rising costs of new plant, and because of the particular type of plant required.

The most suitable machinery for hand-knitting yarn production is made in Western Europe and with sterling rapidly depreciating time was against the group. Therefore, further orders were placed to the extent of £1m. for delivery by the end of 1976. This expenditure was covered by forward purchases of currency, "a precaution well justified by subsequent events," observes Mrs. Tyrrell.

Capital expenditure in 1975-76 amounted to £0.95m, and commitments at June 30, 1976 totalled a further £0.73m. Short-term arrangements have been made with bankers to cover this and after taking into account grants and deferred tax available it is anticipated that cash flow will be sufficient to finance the current programme.

A statement of source and application of funds shows an outflow on trading of £488,336 (£402,863 inflow) during the year.

Scottish & Continental Investment policy

The present policy of the Scottish and Continental Investment Co., is to remain fully invested, but the level of gearing has been reduced to some extent, the chairman, Mr. J. A. Lumsden, says in his annual report.

For the year ended August 31, 1976, the company reported pre-tax revenue down from £289,994 to £225,311. Net asset value per share was 69.3p against 71.4p.

Over the year the net loan surplus fell from £289,994 to £287,006 and the currency premium on the loan surplus fell from £394,559 to £215,766. This disappointing performance, in the loan account arose because virtually all the investments in Holland and France, where the market movements were adverse, are held through the loan account.

Also for part of the year, owing to the difficulty and cost of borrowing, French francs, a proportion of the French portfolio was financed by other currencies. This led to some currency loss. These two factors adversely affected the net asset performance over the year, says the chairman.

"The percentage of equity investments in France was reduced from 28.46 to 15.55 while the percentage in Holland was increased from 8.65 to 17.14. The percentage in Germany, U.S. and Japan show small increases, largely reflecting improved market values in these countries."

Directors increased the stake in Holland, mainly in the international companies, because the profit recovery outlook seemed good and Dutch guilders were available at reasonable cost. Unfortunately the Dutch market fell.

During the year there was no major change in the currency loans portfolio. All outstanding loans are repayable during 1977 but the Board wishes to extend at least a substantial part of the loans for longer periods and is watching for a favourable opportunity to do so.

Meeting, 8.30 a.m. on December 1 at 11.15 a.m. Meeting, 8.30 a.m. on December 1 at 11.15 a.m. Meeting, 8.30 a.m. on December 1 at 11.15 a.m.

Pre-tax profits, as reported on October 22, were lower at £260,977, or £228,000 on a current cost basis, against £289,994 in 1975. The dividend is 1.3p (11.1527p) net.

The downturn in profitability

Lucas tops forecasts with peak £55m.

CONTINUED GROWTH overseas and a strong recovery in the U.K. have combined to boost profits of Lucas Industries to a record £55.84m in the year ended July 31, 1976. This compares with a forecast of not less than £46m, made at the time of the May rights issue and with £32.94m for 1974-75.

As forecasted, the dividend stepped up from £2.55p to £2.55p with a final of 5.442p on the enlarged capital.

Within a total turnover increased from £570.18m to £718.3m, U.K. sales went ahead by £89.1m, to £497.2m, while overseas sales rose by £50m, to £221.1m. The profit was split as £140m in U.K. and £118.1m in overseas.

From the 22 per cent. sales increase in the U.K., profit has almost doubled, which has raised U.K. sales to a more acceptable level of profitability. All U.K. overheads contributed to this upturn.

The strong recovery was due to a number of factors—improved trading conditions resulted in better demand; direct exports increased to £112m, and higher U.K. sales in June to £140m in indirect exports; the rate of inflation was sharply reduced; and there have been significant improvements in production against plan, due largely to continued progress in the prevention and the solution of disputes, the directors explain.

U.K. sales from the continuing strong demand for diesel engine equipment and other vehicle equipment subsidiaries—Lucas Electrical, Girling and Lucas Batteries—all made good recoveries from a depressed position in the previous year. There was also a substantial improvement in the results of the aerospace business.

They report that the strong growth in overseas business, which has been the feature in recent years, has continued for the second successive year, and profits rose by more than 50 per cent. After tax and minor group attributable resources emerged at £27.9m, with £16.31m, giving east £11 share of 36.27p (22.1p) a month ago the announced £100m expenditure programme completed by August. Finance was to be provided by the £10m raised by the issue and the rest from normal cash flow and from financial resources.

At July 31 the group cash of £24.42m (£21.1p draft), cash at hand amounted to £22.9m, and bank to £2.52m, and short-term investments £26.39m (£23.56m).

See Lex

Further expansion plan

Speaking later yesterday, Bernard Scott, chairman of Lucas, said that the current year had started well and he was encouraged by exports.

Of 1975-76 he said that there had been a "terrific effort" and it was progress at home which had pleased him most. This was the justification for making the decision to spend so much in the U.K. (£80m). The total number of employees at the year end was up by 720 and more are to follow, said the chairman. Asked about the diesel business he said that this was going very well and was ahead of plan. It looked like being better than predicted but the group had other expansion areas too.

Replying to a question about the significance of the £27.9m profit, Mr. Scott said: "It is a group would set up in there, but all sorts of work have to be done in the value of the p.t. export drive."

See Lex

Winding-up orders

Orders for the compulsory winding-up of 43 companies were made by Mr. Justice Slade in the High Court. They were:

Orbit, Deane, Armand Catering, Aston Plant Hire Company, John's Hosiery Associates, Transunion Traders, Tring, Betterbuild, (Gl. Varnmouth), Linbridge Properties, W. G. Taylor and Sons, (Plant), D. Aiston and Sons, Debar Supplies, Aslay Constructions, Engineering, Bharti Manufacturing Company, Cox and Mangal, Contractors.

Callan, Staff Agency, Marchgreen, Modern Aircraft Company, Pearce Bros. (Pontypool), Wakefield School of Motoring, Whitlow, L. H. Installation Company, Housan, Transport (International), Amiga (Design and Construction), W. A. Burt, Contractors.

A compulsory winding-up made on November Arrowfright was recommended, after counsel was consulted, by the court, that company or another company's freight as a business

Capper-Neill are going places: Our half year results confirm continuing growth overseas

INTERIM STATEMENT

The Directors of Capper-Neill Limited announce that the profit for the first half of the current year to 31st March 1977 has substantially exceeded that earned during the corresponding period of last year. Equally the increased turnover figure confirms the overall Group expansion basically through continuing growth overseas.

The unaudited results for the first half of the financial year ending 31st March 1977 are as follows:—

	Six months ended 30 Sept. 1976	Six months ended 30 Sept. 1975	Year ended 31 Mar. 1976
Turnover	£21,251	£18,470	£39,719
Group Trading Profit	1,570	1,021	3,008
Interest payable	56	146	248
Group Profit before taxation	1,514	875	2,760
Taxation	820	482	1,500
Group Profit after taxation	694	393	1,260
Amount absorbed by dividends	216	131	327

The Directors have declared an increased Interim dividend in respect of the year to 31st March 1977 of 1.4157p per share which, together with the associated tax credit, is the equivalent of 2.178p gross, and compares with the interim of 1.98p gross declared last year prior to the rights issue. Total dividends for the year ended 31st March 1976 amounted to 3.96p per share.

The expanding order intake continues, especially in overseas markets, with site construction contracts providing the major contribution. The results for the full year are expected to be very satisfactory.

The Directors are therefore expecting to recommend a final dividend at the maximum rate permitted under current legislation.

Warrants for the Interim dividend will be posted on 5th January 1977 to shareholders registered at the close of business on 3rd December 1976.

Bid for Ronsley Investments Limited

Capper-Neill has now posted its offer for the share capital of Ronsley. The principal asset of Ronsley is a holding of approximately 40 per cent of The Glover Group Limited, manufacturers of wire ropes and designers and suppliers of aerial ropeways and mechanical handling equipment. Capper-Neill has undertaken, subject to the offer for Ronsley becoming unconditional, to make an offer for the balance of the share capital of Glover. On completion of these offers full details will be posted to shareholders.

November 8th, 1976

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Storage tanks, pipework and process plant for world industry.

مكتبة في لندن

ING NEWS

ins treading a more prosperous path

NINETH MARSTON, MINING EDITOR

ALTHOUGH progress of tin production becomes all important now that the Malaysian-operated companies are moving domicile to the U.K. dividend restraint when the Penang tin is so high.

These brighter earnings prospects coupled with the enhancement of the premium in London has been reflected in the share price of the tin companies. The index shows a gain of 1.5% on the year so far.

London Tin group's output of 1,150 tonnes in 1975, compared with 1,130 tonnes in 1974, the fall reflecting the company's output of 1,130 tonnes in 1974.

Output of 1,130 tonnes in 1974, compared with 1,130 tonnes in 1974, the fall reflecting the company's output of 1,130 tonnes in 1974.

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Eldorado to lend uranium

THE CANADIAN Government's uranium mining and processing company, Eldorado Nuclear, has announced that it is the lender of uranium oxide to Agnew Lake.

Agnew Lake is receiving 400 tonnes of uranium oxide from Eldorado Nuclear, which is owned by Kerr.

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Dawes cuts loan portfolio

G. R. Dawes, the banking subsidiary of the Birmingham-based G. R. Dawes Holdings, has reduced its loan portfolio further by more than £1m. since the end of its year ended March 31, 1976.

Mr. Dawes explains that they are reluctant to re-lend the money at present, preferring high liquidity and attractive market interest rates.

Generally, the Board continues to be convinced that there is no case for indulging in significant capital projects with their attendant risks.

Since the year-end, the 44.8 per cent. holding in Centenary Securities has been sold for £482,000 after expenses, and £206,000 has been received in the same connection through repayment of convertible loan notes.

Shareholders are told that there has been further expenditure of over £550,000 on the new office building which the group now occupies. During 1975-76 the G. R. Dawes subsidiary acquired Eaubrink River Farm for £100 and advanced that company £321,000 for the purchase of 708 acres of arable farming land in East Anglia.

Pre-tax profit of the group before minority items was £1,86m. in 1975-76, against £1,77m. in the previous year, and the balance after minorities was £1,68m. (£1,61m.). Earnings before net extraordinary debits of £227,000 (£268,000), were £300,000 (£318,000).

The accounts show that the extraordinary debit of £227,000 was more than explained by writing off £306,000 on the investment in Centenary, after tax relief of £38,000.

BENGUET THINKS ABOUT SHUTDOWN

The biggest gold producer in the Philippines, Benguet Consolidated, with production costs in the third quarter of this year at \$142.82 an ounce, is threatening to stop gold mining.

Announcing depressed results for the first nine months of this year, the president, Mr. Jaime Ongpin, said: "In the absence of a subsidy or an early sharp recovery in gold prices, the company must consider the suspension or phase-out of its gold operations."

In fact the gold price has strengthened markedly in the past few days and closed yesterday at \$181 an ounce.

Benguet made a loss on its gold operations of \$1,05m. (£544,963), in the first nine months and of \$621,067 in the third quarter alone. Overall net profits for the group so far this year are \$2,23m. (£1,42m.) or 14 cents a share, compared with \$4,99m. or 22 cents a share in the first three quarters of 1975. The latest figures would have been worse but for a 117 per cent. earnings increase to \$627,200 on pyrites, copper and chromite operations.

TAP STOCKS

The prospectuses are published to-day in connection with the issue by the Treasury of £800m. of 15% per cent. Loan 1996 at £7.50 per cent. and £600m. of 14 per cent. Stock 1982 at £8.25 per cent.

S.A. LANDS

South African Land and Exploration announces that, of the 3.3m. shares offered in the recent one-for-one rights issue at a price of 60 cents per share, subscriptions have been received for approximately 88.8 per cent.

NEW MINISTER FOR BC MINES

The provincial Government in British Columbia hopes to introduce mining legislation next month, to follow up changes introduced earlier this year. The undertaking was given by James Chabot in initial comments.

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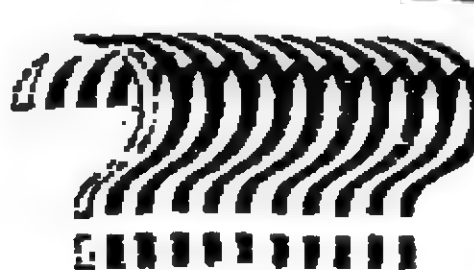
Competing teams match product manufacturing and marketing capabilities, with the highest net profit as the winning target. The winners get a cheque for £1,000 and a great deal of kudos.

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The fee, per team, is £50 (inclusive of VAT). If you have not yet applied for details complete the coupon below or, for more immediate action, telephone the National Management Game Administrator on 01-242 7806.

Entries cannot be accepted after November 12. So return your entry form promptly. It's the only way to win!

1977 NATIONAL MANAGEMENT GAME



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- ☐ Please send an entry form and full details of the 1977 Game
- ☐ I enclose a cheque for £50

NAME

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Telephone: 01-242 7806

Now that United Technologies' registered shares are traded on The London Stock Exchange, here is a summary of what British investors should know about us.

Headquartered in Hartford, Connecticut, U.S.A., United Technologies designs, manufactures and markets technology products—for commercial, industrial and government markets around the world—with annual sales of almost \$5 billion and more than 130,000 employees.

The corporation operates more than 170 plants throughout the world and maintains marketing representation in 130 countries. Sales outside the United States amounted to \$1.4 billion in 1975. In addition, licenses have been granted for the production of more than 50 of our products in Europe, Asia, Latin America and Australia. We are partners with European industry in the production of military aircraft engines for Belgium, the Netherlands and Norway.

Our major lines of business

High technology is our basic strength. This is how we put it to work in the corporation's three major product groups.



Our Pratt & Whitney Aircraft engines are used on commercial jetliners such as the Boeing 747 and McDonnell Douglas DC-10, series 40, and are in service or on order for nearly 200 airlines around the world.

We are the leading manufacturer of engines for military aircraft including the General Dynamics F-16, the McDonnell Douglas F-15 and the Grumman F-14.

We are also an important manufacturer of industrial and marine gas turbines and of propulsion systems for space exploration.

Systems



Our Sikorsky helicopters enjoy a global reputation for reliability in both military use and in commercial applications such as offshore oil production, off-loading of ships, building construction and executive travel.

Our Hamilton Standard Division manufactures aircraft engine controls and other airborne devices, and computer-controlled automotive diagnostic equipment.

Industrial



The name Otis is synonymous with elevators. Our Otis elevators and escalators move the equivalent of the world's population every nine days. Our Essex Group is a leading manufacturer of conductors, controls and devices relating to the transmission, distribution and application of electricity.

Managing high technology for our shareholders

Our capabilities as a high technology, multi-market industrial organization continue to be demonstrated in our financial results. Following a record 1975, nine months net income for 1976 increased 33% on a 47% increase in sales. The 1976 results include those of Otis Elevator which became a subsidiary in November 1975.

	1st nine months 1976	1st nine months 1975	Third quarter 1976	Third quarter 1975
Sales	\$000 3,806,605	\$000 2,586,044	\$000 1,271,415	\$000 864,167
Net income	117,920	50,650	40,672	27,752
Earnings per share:				
Primary	\$3.87	\$2.96*	\$1.26	\$0.90*
Full diluted	\$2.76	\$2.20*	\$0.90	\$0.69*
Dividend on common stock	\$0.8875	\$0.75*	\$0.30*	\$0.25*

* Restated to give effect to 100 percent stock distribution to holders of record May 4, 1976.

The stock of our corporation has been listed on the Amsterdam and Brussels Exchanges for almost 20 years. In addition to The London Stock Exchange, we are now also listed on the Exchanges of Frankfurt, Zurich, Basle and Geneva.

For further financial information, write C. William Schick, Vice President—Finance, United Technologies (Europe) Inc., Avenue Lloyd George 7, B 1050 Brussels, Belgium.



Moving up market and into exports with new technology

BY RHYS DAVID

CARPET MANUFACTURE in the U.K. is already a keenly contested business, and to judge by a number of recent moves, could soon be experiencing a period of even tougher competition.

At retail level a lot of attention is certain to be concentrated on the impact made by Marks and Spencer with the introduction of carpet ranges in a limited number of stores—its second attempt to develop carpet sales. At the manufacturing stage, a number of companies are now installing new generation machines which they hope will provide a further breakthrough in printing—the tufted carpet that really looks like a woven Axminster or Wilton. Carpets International, the biggest U.K. group with around 15 per cent. of the market, has recently announced that it will be spending £3m-£4m. on new Austrian printing equipment, and a smaller concern, Shaw Carpets of Barnsley, has become the first British licensee of the Millitron printing technique developed by Deering Milliken in the U.S.

Other moves are being made in the perennial battle between fibres, with wool seeking to increase its share in the cheaper tufted system to compensate for the decline in wovens production—now less than one-third of total output. The acrylic producers are also hoping to improve the printing performance of their fibre to challenge the strong position held by nylon, the biggest carpet fibre.

These developments within the industry—most of which were either on show or being talked about at the recent carpet exhibition at Harrogate—come at a time when there are signs that business conditions may be improving, even if only slowly. A number of companies have been able to announce improved results for the first half, with Carpets International reporting profits for the first six months of £1.7m. against £690,000 for the same period last year. BMK also increased its profits for the year to the end of June from £436,000 to £593,000.

Sterling

The home market is traditionally at its strongest in the three months leading up to Christmas, though the new credit squeeze, and in particular high mortgage rates, are likely to depress home-buying and carpet purchases before long. Exports have been buoyant, however, with sales overseas in the first six months of this year up 50 per cent. by value and 40 per cent. by volume on the first half of 1975.

With the further fall in the value of sterling, British carpets are now highly competitive in most markets, though higher raw material costs cancel out some of the exchange rate advantages. Carpets are an area where Britain remains firmly among the world leaders, with the biggest industry in Europe. Shaw—also an existing printer and the only one producing a full range of traditional woven Axminsters and Wiltons and the newer tufted. Imports

have captured less than 5 per cent. of the U.K. market, while exports this year—by an industry which employs 34,000 people, mainly in Worcestershire, Yorkshire, Scotland and Northern Ireland—are expected to top £100m., accounting for around 20 per cent. of output. The industry's very competitiveness, however, has been the cause of one of its main problems, as the poor return on capital made by most companies indicates. Tufted manufacture—a process which punches the face fibre through a backing—has been a relatively easy field to enter, and its fast growth in the 1960s and early 1970s brought in many small operators. The next move by the industry was the printing of tufted and here again massive over-capacity has developed. It is estimated that current printing capacity of around 70m. square metres a year in the U.K. is double the market requirements. Britain has about 15 out of the 70 printers in the world (mostly in the U.S.) with Associated Weavers, the second biggest U.K. carpet group, operating four of them.

Against this background the decision by Carpets International, which already has a printer, to start trials leading to the installation in two years of a new Zimmer printer with a capacity of 5m. metres per year, and the launch by Shaw—also an existing printer and the only one producing a full range of traditional woven Axminsters and Wiltons and the newer tufted. Imports

ever, is to move upmarket with

a product technically superior to existing printed ranges and which can escape from the cut-throat competition of the mass market and command a premium price. Conventional printing methods involve passing carpet face material through rollers—or under a screen—and the fabric is in effect then coated with dye-stuffs. With the Millitron system the carpet passes under a head with 100 jets to the square inch positioned along it, each individually controlled by computer. The Zimmer machine now being developed works on broadly similar principles. Both machines have the advantage of making it possible to change designs and colours very quickly, whereas on conventional machines the rollers would have to be changed, on the new machines new designs can be printed onto fabric without stopping and within inches of the old, simply by changing the computer instructions.

Woven

"This provides us with the ability to design work on the machine and makes it possible to produce small runs for individual retailers economically," Mr. James Hartley, chairman of Shaw, claims.

Perhaps the main attraction to the producers, however, is the prospect that with more sophisticated printing it will be possible to make a carpet which can be slotted into the market somewhere above the high volume tufted and below the

traditional woven carpets. Wovens have been declining as a proportion of output for some years and could be put under further pressure by the recent rises in the price of wool.

Another factor which is likely to operate increasingly against wovens is the labour intensive nature of their manufacture and the difficulty of replacing an ageing labour force. Wovens are expected to occupy a role mainly at the top end of the market and in some specialised applications. For example, some of the leading manufacturers such as Britons and Carpets International, have developed substantial sales into the contract market in the U.S., where woven carpets can score with their hard wearing qualities.

The new systems being tried by Carpets International and Shaw are likely to be watched very closely by other carpet groups, at least in part because they could have a significant effect on the shape of the industry over the next few years, as well as on its products. The new equipment is more capital intensive than its predecessors and is likely to be beyond the reach of many of the smaller companies which may find it increasingly difficult to survive at the bottom end of the market. But the move to sophisticated technology may not be without its hazards. The machines are going to put increased demands on working capital and will make it all the more essential that companies using them produce acceptable designs at prices that the public is prepared to pay.

Competition from existing printers will also continue to be strong. Companies which have installed printing equipment over recent years have been seeking to improve the quality of their products and to move upmarket. Donaghadee Carpets, part of Carrington Virella, has introduced three ranges this year using the BDA machine produced by another part of the CV group.

This operates by sucking dye through the carpet, and is claimed to have many of the advantages on deep pile carpets

which the injection methods offer. In a bid to create a higher quality product Donaghadee has also developed a new backing to replace foam rubber which the public still associates with cheaper carpeting. Donaghadee's system uses traditional jute backing linked by a sandwich of foam to the pile and, if necessary, the customer can add his own underlay.

The other question raised by the introduction of these and other improved methods of producing tufted carpets is whether they will help U.K. concerns to boost further their export performance, which shows some significant gaps. The industry has managed to step up its sales of tufted alongside its woven ranges—a market now largely supplied by Britain—and to account for around 70 per cent. by volume and around half by value of sales abroad.

The industry has remained strongly biased, however, towards its traditional markets and has not made as great an impact as might be expected in Europe. Australia, with total purchases valued at £5.8m., was the biggest single customer in the first six months of this year, followed by Denmark (£5.7m.) and Ireland (£5.3m.). Purchases by West Germany, a major carpet buying market similar to Britain, totalled only £4.9m. and exports to the U.S. came to only £2.5m.

Europe

Though the U.K. has been ahead of most other countries in the development of inexpensive good quality carpeting for the mass market it is in danger of allowing other countries, such as Germany, to capture the biggest share of European markets. In the countries of southern Europe, in particular, substantial growth in demand is likely to take place over the next decade as people want as many carpets round their houses as do northern Europeans. In patterning and printing, another area where Britain has held a strong lead, other countries are also catching up, and apart from Shaw a number of European companies will be licensed to use the Millitron machine.

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ENTERTAINMENT GUIDE

OPERA & BALLET	THEATRES	THEATRES	CINEMAS
<p>COVENT GARDEN (01-356 1161) Toujours F. 7.30. R. 8.40. 9.40. Sat. 7.30. R. 8.40. 9.40. Sun. 7.30. R. 8.40. 9.40. The Royal Ballet The Royal Opera The Royal Ballet The Royal Opera The Royal Ballet The Royal Opera</p>	<p>GARRICK THEATRE (01-356 4601) Evenings 8.00. Fri. Sat. 8.00 and 8.40. Sun. 8.00. 8.40. 9.40. Theatricals Theatricals Theatricals Theatricals Theatricals Theatricals</p>	<p>PHOENIX THEATRE (01-356 8611) Evenings 8.15. Fri. Sat. 8.15 and 8.45. Sun. 8.15. 8.45. 9.45. Theatricals Theatricals Theatricals Theatricals Theatricals Theatricals</p>	<p>CASINO (01-356 8611) Evenings 8.15. Fri. Sat. 8.15 and 8.45. Sun. 8.15. 8.45. 9.45. Theatricals Theatricals Theatricals Theatricals Theatricals Theatricals</p>
<p>ADOLPH THEATRE (01-356 7611) Evenings 7.30. Sat. 7.30. Sun. 7.30. Theatricals Theatricals Theatricals Theatricals Theatricals Theatricals</p>	<p>LYRIC (01-356 7611) Evenings 8.00. Fri. Sat. 8.00 and 8.40. Sun. 8.00. 8.40. 9.40. Theatricals Theatricals Theatricals Theatricals Theatricals Theatricals</p>	<p>ST. MARTIN'S (01-356 7611) Evenings 8.00. Fri. Sat. 8.00 and 8.40. Sun. 8.00. 8.40. 9.40. Theatricals Theatricals Theatricals Theatricals Theatricals Theatricals</p>	<p>THEATRE ROYAL (01-356 7611) Evenings 8.00. Fri. Sat. 8.00 and 8.40. Sun. 8.00. 8.40. 9.40. Theatricals Theatricals Theatricals Theatricals Theatricals Theatricals</p>

INTERNATIONAL FINANCIAL AND COMPANY NEWS

INTERNATIONAL AIRLINES

TriStar makes Y1bn. loans

CHARLES SMITH IN TOKYO

TOKYO, Nov. 8

PPON AIRWAYS, the stretching over a period of 17 domestic airline which has rate of 305 to the dollar during this period. ANA should be in profit of Y1bn. (just a position to go on chalking up m.) during the six foreign exchange profits. Leaving aside the foreign exchange windfall, ANA seems to have done only moderately well during the six months from April to September. The airline carried 2.5m. passengers compared with 2.3m. a year earlier at an exchange rate of the dollar not paid off is at the end of Sep. at a rate of Y287.45 to the dollar, an ANA spokesman said. Y1bn. exchange is almost equal to ANA's profit during the member period of

will be taking delivery more TriStars in Feb-March next year bringing fleet to 18. After outstanding options for three aircraft. Mr. Lye said that the company is expected to take delivery of three aircraft within the next month. Without the options, ANA has foreign exchange in connection with TriStar purchases December 29.

A sets up world de insurance interest

LEE

SINGAPORE, Nov. 8

ORE AIRLINES (SIA) to generate additional revenue for the group. The airline has announced that it is posting its subsidiary known as SIA Insurance Company. Mr. Lye Khay Fong, to Washington, company, which has just operations, has a capital of \$55m. In the sense that SIA has been negotiating for some time for traffic rights to the U.S. Despite several rounds of talks with the Civil Aviation Board of the U.S., SIA has still not been able to secure the appropriate traffic rights. Mr. Lye's new posting is thus to prepare for the expected tough negotiations when talks are renewed.

A civil war loss estimated

SE-BASED Middle East reckoning, belongs to MEA and (MEA) will lose an was built up over the years by \$12m. (\$18.5m.) as a MEA. The civil war there, at the MEA president said, the company had "no real financial problems as they (losses) can be covered from reserves" in 1974 but lost \$2.5m. in 1975. It was stated, the airline's capital of \$17.25m. president and chairman, (S27.8m.) intact. Majib Alamuddin, the Lebanese civil war, land at Beirut International airport "within two hours" of its reopening. "A company that criticised other airlines has survived 18 months of civil war, including four months operation" during the denial of its home base, is not crisis. He alleged going to give up easily, Najib been taking advantage traffic, which, by any UPI

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Scrip issue and rise in profits at TNT

By James Farth

SYDNEY, Nov. 8

THOMAS NATIONWIDE Transport, international transport group, boosted profit 28.6 per cent. in the first quarter of 1976-77 and plans a one for ten scrip issue. Details were given today by the chairman, Mr. Frederick W. Miller, at the company's annual meeting in Sydney. Mr. Miller also forecast a 43 per cent. increase in profit for the full 1976-77 year, from \$112.5m. to \$162.5m. Earnings for the September quarter rose from \$33.2m. to \$44.1m. Lifting earnings per share from 5.6 cents to 8.2 cents, and outpacing the gain in revenue, which increased 13.6 per cent. from \$485.5m. to \$557.2m.

New shares will rank for the final dividend payment in 1976-77 and it is expected the current dividend rate will be maintained on the higher capital. Last year TNT paid 8.5 cents a share in an interim 4 cents and final 4.5 cents. Mr. Miller said results for the first quarter were pleasing in view of the continued difficult trading conditions prevailing throughout the world. The performance of the overseas operations, was in line with the budget for the quarter but the Australian operations did not achieve budgeted levels. There was still little evidence in Australia of a sustained upturn in economic activity and this had reflected in variations in performance across the range of the group's Australian activities. TNT supported the Government's Budget strategy to stabilise the economy and defeat inflation by freezing its Australian freight rates until March 1977, Mr. Miller added. Mr. Miller described 1975-76 as a year of consolidation for TNT. North American operations, in particular Canada, performed well. Early voyages of the new transatlantic shipping venture with two ships were poorly loaded but there were four ships operating a weekly service in each direction and the loadings were excellent.

Ataka workers oppose merger

By Douglas Ramsey

TOKYO, Nov. 8

WORKERS AT ATAKA, the falling Japanese trading company, are still opposed to its merger with C. Itoh and Co., recent Press reports suggest that union militancy may convince C. Itoh to call off the merger. Spokesman for both companies denied that any new decisions had been made in the matter, and C. Itoh stressed that "Ataka's problems were its own business."

C. Itoh, in fact, stands to overtake Marubeni as the third largest trading company in Japan if it merges next April (as forecast) with Ataka. But the formal decision to proceed with the merger negotiations is still pending while C. Itoh studies the financial report on Ataka prepared by its bankers, Sumitomo and Kyowa. Sources say a decision to negotiate will be made shortly, and if the talks go smoothly an agreement to merge could be signed in late December.

C. Itoh, however, has had reservations from the start about the merger deal. First, Ataka is in poor financial shape with a bloated payroll. Sumitomo, acting as marriage broker, has reported on the balance sheet, and has suggested ways for Ataka to cut personnel. But every Ataka move is countered by the National Federation of Commercial Workers' Unions and its affiliated Ataka Employees' Union.

According to a C. Itoh spokesman, the squabble with the unions is an internal Ataka matter which, in any case, will have to be solved together with Sumitomo. The spokesman also denied a report in a Tokyo business newsletter, Seitoku, that his company had notified Ataka that "the envisaged merger between the two firms would be impossible given Ataka's intra-firm situation." It is considered highly unlikely that union opposition, even to redundancies at Ataka, would be successful in undermining a major deal of this sort. But C. Itoh may be looking at Ataka's union problems and wondering whether it is wise to proceed with merging two employees' unions. This doubt, as much as the lengthy assessment of Ataka's precarious financial situation and its efforts to rebuild, is a key element in C. Itoh's cautious attitude toward opening the merger negotiations.

ART GALLERIES

JEAN-PAUL HOUSE GALLERY, 100 Newington Church Street, W. 2, 221 5146. Men and his space paintings and drawings by Abel M. and November 13. Open Tues-Sat. 10-12.00. 2-6.
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Wheelock trading resumes

BY PHILIP BOWRING

HONG KONG, Nov. 8

TRADING IN SHARES of Wheelock Marden resumed today after a two-week suspension which was initiated at the first announcement of Hongkong Land's interest in taking over the company.

Any offers from either Hongkong Land or Hutchison, which is also interested in Wheelock, are still likely to take time to materialise while both client information on Wheelock which will allow them to assess the value of the company.

The decision to re-list represents something of a retreat for the Securities Commission and Takeover Panel, which had been worried about the possibility of insider trading on any bid terms.

and the creation of a false market. Both Wheelock advisers, Wardley Ltd. and the Hongkong Stock Exchange, Wheelock's listing exchange, were strongly behind a resumption of trading.

Heated argument

Argument had become quite heated with accusations from the HK Exchange that the Securities Commission had been exceeding his powers and that the question of suspension was the prerogative of the listing exchange. The exchange claimed that the suspension was particularly

harmful to small shareholders. Certainly there were reasonable arguments in favour of relisting. But for the HKSE to argue for the small man and emphasise its own prerogatives sounded hollow to observers who for years have seen the HKSE do little or nothing to protect shareholders from abuses perpetrated by companies listed on it and by some of its members. Wheelock's trading in the SHK2.80-2.85 range, compared with a pre-suspension price of SHK2.55—which had risen sharply shortly before the announcement of talks—and price post-announcement unofficial trading at one time of SHK3.00-3.20.

LAP HENG

Background to a bidder

BY PHILIP BOWRING IN HONG KONG

LAP HENG Company of Hong Kong, which on today announced a bid for U.K. watch and clock manufacturer and distributor Ingersoll, is itself both a manufacturer and distributor of watches and clocks. It has been a major beneficiary of the very rapid growth of the Hong Kong watch industry in recent years, both from the point of view of manufacture of parts, assembly and distribution.

It markets and distributes in Hong Kong, two major Swiss brands, Juvenia and Universal Geneve. It manufactures watch

cases in Hong Kong, and has a 50 per cent. stake in Rich watches of Hong Kong which manufactures electronic digital watches. It also has minority interests in companies in Taiwan engaged in manufacture of watch parts and cases, watch assembly and marketing.

Its one U.K. activity is a one-third interest in Watches of Japan, a marketing and distribution organisation. Lap Heng further has substantial property assets and investments in Hong Kong which account for the bulk

of its SHK100m net assets shown in the March 31 balance-sheet. Last year the company made a profit after tax of SHK16.8m (excluding an extraordinary item). The chairman is Mr. Lipton Chuang and there are three other Chinese on the seven-man Board. The Lap Heng move comes a few months after Stelux, another major Hong Kong manufacturer, announced acquisition of a 27 per cent. stake in Bulova, the quoted American watch maker from Gulf and Western.

Pioneer forecasts Y11bn.

TOKYO, Nov. 8

PIONEER ELECTRONIC CORPORATION, Japan's biggest overall maker of audio equipment, is certain to report a record net non-consolidated income of Y11bn. (Y5.8bn.) for the year ended September 30 on estimated sales of Y180bn. (Y108.4bn.), director Masaru Inazaki said.

Inazaki told Reuters in an interview that because of the earnings improvement Pioneer had decided on a large increase in the year's dividend to 48 per cent. (Y24 per share) of Y24 (Y15) per share.

He said the larger dividend

payment aimed to prevent the payout ratio from declining to 3.3 per cent., which would have occurred without the dividend increase.

The dividend increase will bring the payout ratio to 14 per cent., against the previous year's 13.7 per cent. Inazaki said.

He said Pioneer hoped to raise the ratio to 20 per cent., the level expected of Japanese firms by the Japanese Government.

He declined to give precise details before Pioneer's results were officially announced later this month.

manager of Pioneer's corporate planning division, said the estimated record earnings were greatly helped by good export performances, particularly in sales of audio equipment and car stereo systems in the U.S., Europe and Australia.

Inazaki also said the export ratio to overall sales exceeded 50 per cent., against the previous year's 39 per cent.

He said a demand recovery in the U.S. and overseas markets boosted export shipments, improving production operations and helping to reduce costs.

Router

Sirdar invests in the future

In her annual statement to shareholders, Mrs. J. M. Tyrrell, Chairman of Sirdar Limited, says that although sales and profits increased, the results were adversely affected in the latter part of the year by the hardening of wool prices and the fall in sterling. Exports, however, increased by 70%, and these, together with overseas sales account for 26% of the Group's total turnover.

In the home market both fashion and the state of the economy favoured hand knitting and turnover rose by 13%. The company's plans for machinery replacement have been brought forward and orders have been placed for new plant to the extent of £1 million for delivery by the end of 1976.

Installation of new equipment has been the first priority this year, resulting in high overdraft and stock levels. By January 1977 our plant will be amongst the most up to date in Europe. The priorities for 1977 will then change to reducing borrowings, balancing stocks at a correct level and, if the market will allow, increasing profits.

The current season has started well and the modern machinery being installed will not only increase efficiency but will also produce yarns of even higher standard. I am confident the investment will be well justified despite the current unsettled economic climate.

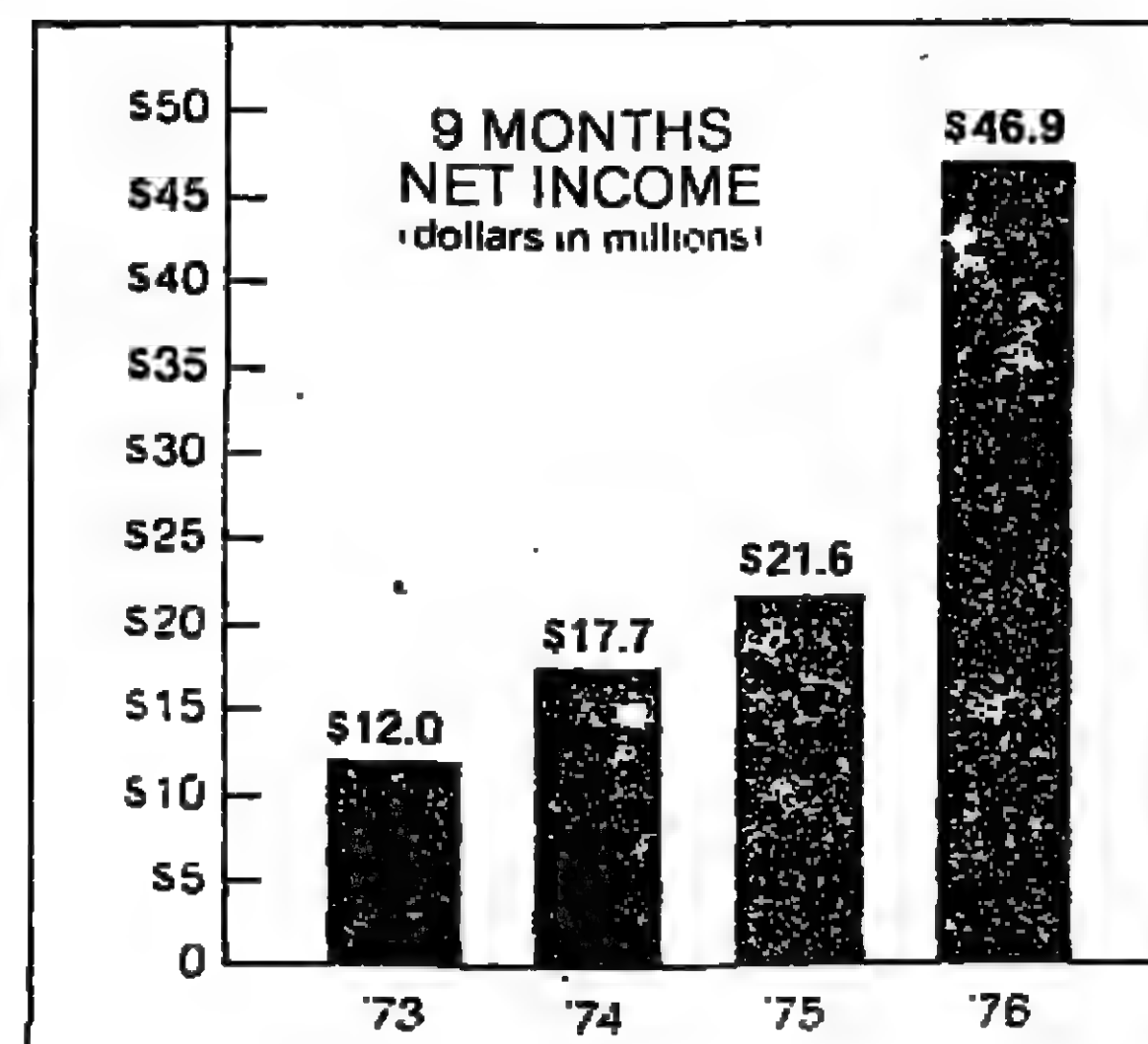
SUMMARY OF RESULTS

	Year ended 30 June 1976	1975
Turnover	13,509,246	11,573,245
Profit before tax	942,519	812,123
Profit after tax	488,906	373,759
Ordinary Dividend	184,678	167,756
Dividend Cover	2.6	2.2
Return on shareholders' funds	23.4%	21.9%
Earnings per ordinary share	6.00p	4.55p

SIRDAR

Copies of the Annual Report, containing the Chairman's Statement in full, available from The Secretary, Sirdar Limited, Bective Mills, Alverthorpe, Wakefield WF2 9ND.

In the third quarter... improved earnings reflect continuing worldwide demand for Allis-Chalmers equipment.



Results for the nine-month period ended September 30:

	1973	1974	1975	1976
Net Income (millions)	\$ 12.0	\$ 17.7	\$ 21.6	\$ 46.9
Earnings per Common Share	\$ 0.96	\$ 1.41	\$ 1.71	\$ 3.61
Sales (millions)	\$855.7	\$901.1	\$1,067.1	\$1,150.7

The third quarter of 1976 was the 19th consecutive quarter in which earnings improved, in comparison with the same quarter of previous year.

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CHASE



RUBBER, COCOA AND COFFEE

prices hit new peaks

BY RICHARD MOONEY

LONDON'S LEADING "soft" (non-metal) commodity markets had a mixed day yesterday with cocoa, coffee and rubber values all reaching new peaks. But the cocoa and coffee prices fell back in the afternoon to finish near the day's lows.

January coffee still registered a new record since position closing level of 22,250 a tonne, but it had earlier climbed to 22,278 a tonne, encouraged by the firm tone in New York on Friday night.

The morning's upward move came despite the failure of the Brazilian Coffee Institute (IBR) to announce moves to raise export prices and taxes (contribution quotas) on Brazilian soluble coffee were announced but the absence of a similar move for green coffee has led many to conclude that the IBR is still anxious to sell more coffee on the world market despite the heavy sales contracted recently.

In Rio de Janeiro the IBR announced that Brazil exported 105,220 tonnes after five weeks, a 14.9m bags (60 kilos each) of green and soluble coffee in the 1975 main crop season. Cocoa purchases were 27,925 tonnes.

Feats for the effect of current record-breaking levels on world cocoa consumption were highlighted yesterday by an announcement by the U.S. Nestle Company that it was raising its retail chocolate prices by an amount which would increase retail chocolate bar prices from 20 to 25 cents. At the same time, however, the company was being raised by 10 to 11 per cent.

Nestle said the increases, which will be felt at retail level early next spring when stocks of the 15 cent bars should run out, were a direct result of cocoa bean price rises.

A fall of the market's early weakness was also thought to have influenced the rise in the rubber market which took the No. 1 RSS spot physical price 3.5p higher to 63p a kilo—a post Korean War peak. On the other hand, futures prices sustained permissible limit rises during the afternoon. Dealers noted that the price rises had been encouraged by signs of increased consumer buying.

Modest rise in metal markets

By Peter Bullen

THERE WAS a modest, but general rise in values on the London Metal Exchange yesterday.

Copper prices shrugged off some early trading selling and opened higher. London values ended just below the day's peaks at 2806.75 a tonne for cash wire bars—a rise of 21.475 on Friday's close.

Sterling's fluctuations were probably a contributor; factor in copper's firmness in a day described as "quite active with a good volume of business."

Stocks in London Metal Exchange warehouses rose, as expected, by 3,750 tonnes to 581,125.

A fall of 185 tonnes to 6,505 in tin stocks combined with the influence of sterling, a rise in the Penang price and some physical demand for the metal, helped to push the standard cash tin price to 516.15 a tonne—up 68p on balance.

Lead and zinc markets were somewhat subdued. Cash zinc had risen by 5.5 to 237.2 a tonne at the close with stocks rising by 575 tonnes to 112,875, a little less than expected. Lead stocks fell by only 25 tonnes to 65,500 and while forward market showed small gains the cash price closed fractionally lower at 2283.5 a tonne, down 20.25.

Silver prices also rose on the day aided by a fall of 330,000 ozs to 20,090,000 in LME stocks.

Meanwhile, from Geneva, David Egl reports: "An exhaustive list of studies of different aspects of copper production and trade has been drawn up at the first meeting of experts on copper convened to provide guidelines for the United preparatory meeting on copper."

The experts will apparently have a heavy work load between now and March when they have to make their recommendations on a new international copper agreement.

Softwood consumers cut estimates

BY A CORRESPONDENT

THREE NATIONAL delegations withdrew their reports and forecasts prepared for the European Softwood Importers/Exporters Conference held in London recently due to economic uncertainties. The meeting was attended by six supplying and eight importing countries and those to withdraw their reports were the Building Material Producers Association, the German Timber-Importers Association, the French and German delegations presented revised estimates to the conference and both revised downwards their estimates of imported softwood requirements for 1977. In the case of France by as much as 30 per cent, and Germany by a smaller proportion. The U.K. delegation declined to present any off-the-cuff estimates, but the forecasting committee will meet this week to prepare revised estimates.

U.K. estimates, later withdrawn, put both softwood imports and apparent consumption for 1976 at 7,100,000 cu metres with the stock figure at end-December this year at 2,132,000 cu metres. For 1977, the estimates put forward were for an import of 5,668,000 cu metres—a fall of 74 per cent and for an apparent consumption of 6,700,000 cu metres—a reduction of 81 per cent, on the estimate for 1976.

The delegation pointed out that its estimates had been prepared on September 24, and a whole series of events since then had combined to make them wish to think again—especially about the forecasts for next year.

Events referred to included, of course, the sudden fall in sterling which had caused Mr. Healey to cancel his visit to the IMF meeting in Manila and then, in quick succession, the hoisting of the Medium Lending Rate to 15 per cent, bank base rates to 14 per cent, and building society lending rates to 13.25 per cent. Since then there has been a further fall in sterling and the forecast of housing starts for 1977 made by the Building Material Producers Association has been reduced to 285,000—down 15 per cent on the 340,000 expected for 1976.

There seems to be little doubt that the committee, when it meets this week, will make a downward revision in the U.K. softwood apparent consumption estimate for next year. The only question is by how much. Trade sources believe a reduction between 4-6 per cent is likely and to take the middle figure, this would mean that the estimate of apparent consumption would be reduced to 6,365,000 cu metres.

soya

HONGKONG, Nov. 8. ET UNION may be between 2m and 2.5m, soybeans annually in 1976, according to a culture Department official.

Mr. Wanmaker, who came of Agricultural and Industry visited the USSR September 13 and made this prediction. A USDA publication of the USSR soybean production will probably be only 1.5m, because of other, compared with 1.5m in 1975 and the 3 harvest of 7.4m.

Conditions will hold for soybean production in 1976, according to Government pro-6.5m, tonnes per 80, Mr. Wanmaker.

Continued emphasis on livestock and production, to import 2m to 2.5m, tonnes per 80, Mr. Wanmaker.

Government had increased capacity to increase from 1.5m to almost 10m, he said.

Poultry industry 'stagnating'

BY JOHN EDWARDS, COMMODITIES EDITOR

A SHARP ATTACK on the poultry industry was delivered here at the opening day of the Poultry Industry Conference by Professor J. C. Bowman of the Centre of Agricultural Strategy, University of Reading.

Professor Bowman said the poultry industry was being stagnated. If consumption of poultry products was to increase, and thus allow expansion of production, a good deal of re-thinking was necessary. In particular, production methods, the use of labour and feedstuffs, and the range of products produced needed to be considered.

A considerable re-thinking of the husbandry methods for egg and poultry meat production might be necessary, he said. Professor Bowman said that recent surveys had indicated that labour in the industry was poorly paid compared with other sectors of the economy. He said that the industry had been paid in terms of the choices available to it. The industry had to choose between a 3.5% increase in production or a 6.5% increase in cost. He said that the industry had chosen the latter.

He said that the industry had to choose between a 3.5% increase in production or a 6.5% increase in cost. He said that the industry had chosen the latter.

Bad weather

Even more difficult for softwood consumers

Even more difficult for softwood consumers, the softwood statistics for September which have just been released are surprisingly good. Apparent consumption in the month was 770,000 cu metres—the highest monthly figure since November, 1973. The 12-month running total of apparent consumption at the end of September stood at 7,164,000 cu metres. In this situation, one of the points that has to be decided this week is whether the apparent consumption forecast for 1976 has to be increased. If it is thought that there is

IMODITY MARKET REPORTS AND PRICES

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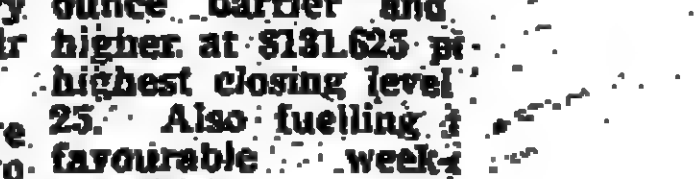
11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5

Sharp losses on revised public expenditure figures

Index down 17.7 at 291.0—Falls to 1 $\frac{5}{8}$ in Gilt

22.57	25.42	24.04	25.
6.51	6.28	6.11	6.
4.820	4.188	4.902	4.6
62.21	64.29	60.59	57

S. E. ACT	
Len	Me
46.1	Unit -
47.9	Unit-Signed
48.5	Unit-Signed
49.4	Unit-Signed
50.0	Unit-Signed
50.5	Unit-Signed
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97.5	Unit-Signed
98.0	Unit-Signed
98.5	Unit-Signed
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99.5	Unit-Signed
100.0	Unit-Signed



South African frequently improved in the metal price with Mines Index rising to its best level since fairly active trading all quarters enabled priced issues to reg up to £21 as in West £183, while others around a point below

Among the lower
Harmony, which a
advanced 35 to 279.
Enthusiasm in
over to the
Financials. "Amn
groundwork." A 511

These indices are the joint compilation of the Financial Times, The Institute of Actuaries and the Faculty of Actuaries

هذه امه الاصل

[illegible]

INSURANCE, PROPERTY, BONDS

REGIONAL MARKETS

of the share prices previously shown under regional headings in
with quotations on London. Irish issues, most of which are not
in London, are shown separately and with prices as on the Irish

		1915		1916	
16	Flora Brew	62	Conf. Pw. Water	577	45
24	W. M. Str. 31	121	Ad. News	47	35
24	Rob. (Jos.) 25p	122	Car. Arnot	125	35
24	Keene	123	Carroll (P. J.)	125	35
24	W. M. 2	124	Carroll (P. J.)	125	35
24	W. M. 2	125	Carroll (P. J.)	125	35
24	W. M. 2	126	Carroll (P. J.)	125	35
24	W. M. 2	127	Carroll (P. J.)	125	35
24	W. M. 2	128	Carroll (P. J.)	125	35
24	W. M. 2	129	Carroll (P. J.)	125	35
24	W. M. 2	130	Carroll (P. J.)	125	35
24	W. M. 2	131	Carroll (P. J.)	125	35
24	W. M. 2	132	Carroll (P. J.)	125	35
24	W. M. 2	133	Carroll (P. J.)	125	35
24	W. M. 2	134	Carroll (P. J.)	125	35
24	W. M. 2	135	Carroll (P. J.)	125	35
24	W. M. 2	136	Carroll (P. J.)	125	35
24	W. M. 2	137	Carroll (P. J.)	125	35
24	W. M. 2	138	Carroll (P. J.)	125	35
24	W. M. 2	139	Carroll (P. J.)	125	35
24	W. M. 2	140	Carroll (P. J.)	125	35
24	W. M. 2	141	Carroll (P. J.)	125	35
24	W. M. 2	142	Carroll (P. J.)	125	35
24	W. M. 2	143	Carroll (P. J.)	125	35
24	W. M. 2	144	Carroll (P. J.)	125	35
24	W. M. 2	145	Carroll (P. J.)	125	35
24	W. M. 2	146	Carroll (P. J.)	125	35
24	W. M. 2	147	Carroll (P. J.)	125	35
24	W. M. 2	148	Carroll (P. J.)	125	35
24	W. M. 2	149	Carroll (P. J.)	125	35
24	W. M. 2	150	Carroll (P. J.)	125	35
24	W. M. 2	151	Carroll (P. J.)	125	35
24	W. M. 2	152	Carroll (P. J.)	125	35
24	W. M. 2	153	Carroll (P. J.)	125	35
24	W. M. 2	154	Carroll (P. J.)	125	35
24	W. M. 2	155	Carroll (P. J.)	125	35
24	W. M. 2	156	Carroll (P. J.)	125	35
24	W. M. 2	157	Carroll (P. J.)	125	35
24	W. M. 2	158	Carroll (P. J.)	125	35
24	W. M. 2	159	Carroll (P. J.)	125	35
24	W. M. 2	160	Carroll (P. J.)	125	35
24	W. M. 2	161	Carroll (P. J.)	125	35
24	W. M. 2	162	Carroll (P. J.)	125	35
24	W. M. 2	163	Carroll (P. J.)	125	35
24	W. M. 2	164	Carroll (P. J.)	125	35
24	W. M. 2	165	Carroll (P. J.)	125	35
24	W. M. 2	166	Carroll (P. J.)	125	35
24	W. M. 2	167	Carroll (P. J.)	125	35
24	W. M. 2	168	Carroll (P. J.)	125	35
24	W. M. 2	169	Carroll (P. J.)	125	35
24	W. M. 2	170	Carroll (P. J.)	125	35
24	W. M. 2	171	Carroll (P. J.)	125	35
24	W. M. 2	172	Carroll (P. J.)	125	35
24	W. M. 2	173	Carroll (P. J.)	125	35
24	W. M. 2	174	Carroll (P. J.)	125	35
24	W. M. 2	175	Carroll (P. J.)	125	35
24	W. M. 2	176	Carroll (P. J.)	125	35
24	W. M. 2	177	Carroll (P. J.)	125	35
24	W. M. 2	178	Carroll (P. J.)	125	35
24	W. M. 2	179	Carroll (P. J.)	125	35
24	W. M. 2	180	Carroll (P. J.)	125	35
24	W. M. 2				

ANNOUNCEMENT



**SOUTH AFRICAN LAND
EXPLORATION COMPANY
LIMITED**

incorporated in the Republic of South Africa)

OFFER OF 3 300 000 SHARES

Board of Directors announces that, of the 3 300 000 shares, at a price of 60 cents per share, to members on 8th October, 1976 and to holders of shares to bearer, subscriptions have been received for only 88.8 per cent. The balance of approximately 400 000 shares will accordingly be subscribed in terms of the underwriting agreement.

Offer closed on 5th November 1976. Certificates in shares subscribed will be posted to applicants on 15th November, 1976.

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OFFSHORE AND OVERSEAS FUNDS

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NOTES

FT SHARE INFORMATION SERVICE

****BRITISH FUNDS**

[illegible]

Five to Fifteen Years

[illegible]

1. 414	24
2. 415	25

INTERNATIONAL BANK			
75	68	50	73
98 1/4	78 1/4	58 1/4	73 1/4
98 1/2	78 1/2	58 1/2	73 1/2
99	79	59	74
99 1/2	79 1/2	59 1/2	74 1/2
100	80	60	75
100 1/2	80 1/2	60 1/2	75 1/2
101	81	61	76
101 1/2	81 1/2	61 1/2	76 1/2
102	82	62	77
102 1/2	82 1/2	62 1/2	77 1/2
103	83	63	78
103 1/2	83 1/2	63 1/2	78 1/2
104	84	64	79
104 1/2	84 1/2	64 1/2	79 1/2
105	85	65	80
105 1/2	85 1/2	65 1/2	80 1/2
106	86	66	81
106 1/2	86 1/2	66 1/2	81 1/2
107	87	67	82
107 1/2	87 1/2	67 1/2	82 1/2
108	88	68	83
108 1/2	88 1/2	68 1/2	83 1/2
109	89	69	84
109 1/2	89 1/2	69 1/2	84 1/2
110	90	70	85
110 1/2	90 1/2	70 1/2	85 1/2
111	91	71	86
111 1/2	91 1/2	71 1/2	86 1/2
112	92	72	87
112 1/2	92 1/2	72 1/2	87 1/2
113	93	73	88
113 1/2	93 1/2	73 1/2	88 1/2
114	94	74	89
114 1/2	94 1/2	74 1/2	89 1/2
115	95	75	90
115 1/2	95 1/2	75 1/2	90 1/2
116	96	76	91
116 1/2	96 1/2	76 1/2	91 1/2
117	97	77	92
117 1/2	97 1/2	77 1/2	92 1/2
118	98	78	93
118 1/2	98 1/2	78 1/2	93 1/2
119	99	79	94
119 1/2	99 1/2	79 1/2	94 1/2
120	100	80	95
120 1/2	100 1/2	80 1/2	95 1/2
121	101	81	96
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122	102	82	97
122 1/2	102 1/2	82 1/2	97 1/2
123	103	83	98
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125	105	85	100
125 1/2	105 1/2	85 1/2	100 1/2
126	106	86	101
126 1/2	106 1/2	86 1/2	101 1/2
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127 1/2	107 1/2	87 1/2	102 1/2
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128 1/2	108 1/2	88 1/2	103 1/2
129	109	89	104
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131	111	91	106
131 1/2	111 1/2	91 1/2	106 1/2
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134 1/2	114 1/2	94 1/2	109 1/2
135	115	95	110
135 1/2	115 1/2	95 1/2	110 1/2
136	116	96	111
136 1/2	116 1/2	96 1/2	111 1/2
137	117	97	112
137 1/2	117 1/2	97 1/2	112 1/2
138	118	98	113
138 1/2	118 1/2	98 1/2	113 1/2
139	119	99	114
139 1/2	119 1/2	99 1/2	114 1/2
140	120	100	115
140 1/2	120 1/2	100 1/2	115 1/2
141	121	101	116
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142	122	102	117
142 1/2	122 1/2	102 1/2	117 1/2
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143 1/2	123 1/2	103 1/2	118 1/2
144	124	104	119
144 1/2	124 1/2	104 1/2	119 1/2
145	125	105	120
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146	126	106	121
146 1/2	126 1/2	106 1/2	121 1/2
147	127	107	122
147 1/2	127 1/2	107 1/2	122 1/2
148	128	108	123
148 1/2	128 1/2	108 1/2	123 1/2
149	129	109	124
149 1/2	129 1/2	109 1/2	124 1/2
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156 1/2	136 1/2	116 1/2	131 1/2
157	137	117	132
157 1/2	137 1/2	117 1/2	132 1/2
158	138	118	133
158 1/2	138 1/2	118 1/2	133 1/2
159	139	119	134
159 1/2	139 1/2	119 1/2	134 1/2
160	140	120	135
160 1/2	140 1/2	120 1/2	135 1/2
161	141	121	136
161 1/2	141 1/2	121 1/2	136 1/2
162	142	122	137
162 1/2	142 1/2	122 1/2	137 1/2
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163 1/2	143 1/2	123 1/2	138 1/2
164	144	124	139
164 1/2	144 1/2	124 1/2	139 1/2
165	145	125	140
165 1/2	145 1/2	125 1/2	140 1/2
166	146	126	141
166 1/2	146 1/2	126 1/2	141 1/2
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167 1/2	147 1/2	127 1/2	142 1/2
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168 1/2	148 1/2	128 1/2	143 1/2
169	149	129	144
169 1/2	149 1/2	129 1/2	144 1/2
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170 1/2	150 1/2	130 1/2	145 1/2
171	151	131	146
171 1/2	151 1/2	131 1/2	146 1/2
172	152	132	147
172 1/2	152 1/2	132 1/2	147 1/2
173	153	133	148
173 1/2	153 1/2	133 1/2	148 1/2
174	154	134	149
174 1/2	154 1/2	134 1/2	149 1/2
175	155	135	150
175 1/2	155 1/2	135 1/2	150 1/2
176	156	136	151
176 1/2	156 1/2	136 1/2	151 1/2
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177 1/2	157 1/2	137 1/2	152 1/2
178	158	138	153
178 1/2	158 1/2	138 1/2	153 1/2
179	159	139	154
179 1/2	159 1/2	139 1/2	154 1/2
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180 1/2	160 1/2	140 1/2	155 1/2
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181 1/2	161 1/2	141 1/2	156 1/2
182	162	142	157
182 1/2	162 1/2	142 1/2	157 1/2
183	163	143	158
183 1/2	163 1/2	143 1/2	158 1/2
184	164	144	159
184 1/2	164 1/2	144 1/2	159 1/2
185	165	145	160
185 1/2	165 1/2	145 1/2	160 1/2
186	166	146	161
186 1/2	166 1/2	146 1/2	161 1/2
187	167	147	162
187 1/2	167 1/2	147 1/2	162 1/2
188	168	148	163
188 1/2	168 1/2	148 1/2	163 1/2
189	169	149	164
189 1/2	169 1/2	149 1/2	164 1/2
190	170	150	165
190 1/2	170 1/2	150 1/2	165 1/2
191	171	151	166
191 1/2	171 1/2	151 1/2	166 1/2
192	172	152	167
192 1/2	172 1/2	152 1/2	167 1/2
193	173	153	168
193 1/2	173 1/2	153 1/2	168 1/2
194	174	154	169
194 1/2	174 1/2	154 1/2	169 1/2
195	175	155	170
195 1/2	175 1/2	155 1/2	170 1/2
196	176	156	171
196 1/2	176 1/2	156 1/2	171 1/2
197	177	157	172
197 1/2	177 1/2	157 1/2	172 1/2
198	178	158	173
198 1/2	178 1/2	158 1/2	173 1/2
199	179	159	174
199 1/2	179 1/2	159 1/2	174 1/2
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200 1/2	180 1/2	160 1/2	175 1/2
201	181	161	176
201 1/2	181 1/2	161 1/2	176 1/2
202	182	162	177
202 1/2	182 1/2	162 1/2	177 1/2
203	183	163	178
203 1/2	183 1/2	163 1/2	178 1/2
204	184	164	179
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205	185	165	180
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206	186	166	181
206 1/2	186 1/2	166 1/2	181 1/2
207	187	167	182
207 1/2	187 1/2	167 1/2	182 1/2
208	188	168	183
208 1/2	188 1/2	168 1/2	183 1/2
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209 1/2	189 1/2	169 1/2	184 1/2
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210 1/2	190 1/2	170 1/2	185 1/2
211	191	171	186
211 1/2	191 1/2	171 1/2	186 1/2
212	192	172	187
212 1/2	192 1/2	172 1/2	187 1/2
213	193	173	188
213 1/2	193 1/2	173 1/2	188 1/2
214	194	174	189
214 1/2	194 1/2	174 1/2	189 1/2
215	195	175	190
215 1/2	195 1/2	175 1/2	190 1/2
216	196	176	191
216 1/2	196 1/2	176 1/2	191 1/2
217	197	177	192
217 1/2	197 1/2	177 1/2	192 1/2
218	198	178	193
218 1/2	198 1/2	178 1/2	193 1/2
219	199	179	194
219 1/2	199 1/2	179 1/2	194 1/2
220	200	180	195
220 1/2	200 1/2	180 1/2	195 1/2
221	201	181	196
221 1/2	201 1/2	181 1/2	196 1/2
222	202	182	197
222 1/2	202 1/2	182 1/2	197 1/2
223	203	183	198
223 1/2	203 1/2	183 1/2	198 1/2
224	204	184	199
224 1/2	204 1/2	184 1/2	199 1/2
225	205	185	200
225 1/2	205 1/2	185 1/2	200 1/2
226	206	186	201
226 1/2	206 1/2	186 1/2	201 1/2
227	207	187	202
227 1/2	207 1/2	187 1/2	202 1/2
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228 1/2	208 1/2	188 1/2	203 1/2
229	209	189	204
229 1/2	209 1/2	189 1/2	204 1/2
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231	211	191	206
231 1/2	211 1/2	191 1/2	206 1/2
232	212	192	207
232 1/2	212 1/2	192 1/2	207 1/2
233	213	193	208
233 1/2	213 1/2	193 1/2	208 1/2
234	214	194	209
234 1/2	214 1/2	194 1/2	209 1/2
235	215	195	210
235 1/2	215 1/2	195 1/2	210 1/2
236	216	196	211
236 1/2	216 1/2	196 1/2	211 1/2
237	217	197	212
237 1/2	217 1/2	197 1/2	212 1/2
238	218	198	213
238 1/2	218 1/2	198 1/2	213 1/2
239	219	199	214
239 1/2	219 1/2	199 1/2	214 1/2
240			

WEALTH & AFRICAN

91	33	Am. Soc. 59-59	44	11.81
88	774	Alena 19.59-38.89	654	16.97
84	24	"FF 18p: 11"	92	14.99
80	803	"FF 18p: 11"	92	15.25
77	67	HC 74-74	91	16.24
74	65	Do. Soc 1977	97	9.56
71	645	Do. Soc 1976	102	10.24
68	64	Do. Soc 1975	102	10.24
65	62	U.S.C. 50c 18p	96	9.71
62	34	Do. without Writings	754	12.43

FOREIGN BONDS & RAITS

[illegible]

AMERICANS

High low		Stock	\$	%	Div.	Gr.
271	107	AMF's "Com. W."	16	+1	80	5
272	107	Amalg. S.	16	0	80	5
273	107	Amalg. S.	16	0	80	5
274	107	Amalg. S.	16	0	80	5
275	107	Amalg. S.	16	0	80	5
276	107	Amalg. S.	16	0	80	5
277	107	Amalg. S.	16	0	80	5
278	107	Amalg. S.	16	0	80	5
279	107	Amalg. S.	16	0	80	5
280	107	Amalg. S.	16	0	80	5
281	107	Amalg. S.	16	0	80	5
282	107	Amalg. S.	16	0	80	5
283	107	Amalg. S.	16	0	80	5
284	107	Amalg. S.	16	0	80	5
285	107	Amalg. S.	16	0	80	5
286	107	Amalg. S.	16	0	80	5
287	107	Amalg. S.	16	0	80	5
288	107	Amalg. S.	16	0	80	5
289	107	Amalg. S.	16	0	80	5
290	107	Amalg. S.	16	0	80	5
291	107	Amalg. S.	16	0	80	5
292	107	Amalg. S.	16	0	80	5
293	107	Amalg. S.	16	0	80	5
294	107	Amalg. S.	16	0	80	5
295	107	Amalg. S.	16	0	80	5
296	107	Amalg. S.	16	0	80	5
297	107	Amalg. S.	16	0	80	5
298	107	Amalg. S.	16	0	80	5
299	107	Amalg. S.	16	0	80	5
300	107	Amalg. S.	16	0	80	5
301	107	Amalg. S.	16	0	80	5
302	107	Amalg. S.	16	0	80	5
303	107	Amalg. S.	16	0	80	5
304	107	Amalg. S.	16	0	80	5
305	107	Amalg. S.	16	0	80	5
306	107	Amalg. S.	16	0	80	5
307	107	Amalg. S.	16	0	80	5
308	107	Amalg. S.	16	0	80	5
309	107	Amalg. S.	16	0	80	5
310	107	Amalg. S.	16	0	80	5
311	107	Amalg. S.	16	0	80	5
312	107	Amalg. S.	16	0	80	5
313	107	Amalg. S.	16	0	80	5
314	107	Amalg. S.	16	0	80	5
315	107	Amalg. S.	16	0	80	5
316	107	Amalg. S.	16	0	80	5
317	107	Amalg. S.	16	0	80	5
318	107	Amalg. S.	16	0	80	5
319	107	Amalg. S.	16	0	80	5
320	107	Amalg. S.	16	0	80	5
321	107	Amalg. S.	16	0	80	5
322	107	Amalg. S.	16	0	80	5
323	107	Amalg. S.	16	0	80	5
324	107	Amalg. S.	16	0	80	5
325	107	Amalg. S.	16	0	80	5
326	107	Amalg. S.	16	0	80	5
327	107	Amalg. S.	16	0	80	5
328	107	Amalg. S.	16	0	80	5
329	107	Amalg. S.	16	0	80	5
330	107	Amalg. S.	16	0	80	5
331	107	Amalg. S.	16	0	80	5
332	107	Amalg. S.	16	0	80	5

CANADIANS			BUILDING INDUSTRY—C
1970	100	100	100
1971	100	100	100
1972	100	100	100
1973	100	100	100
1974	100	100	100
1975	100	100	100
1976	100	100	100
1977	100	100	100
1978	100	100	100
1979	100	100	100
1980	100	100	100
1981	100	100	100
1982	100	100	100
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1987	100	100	100
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2015	100	100	100
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2032	100	100	100
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2034	100	100	100
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2037	100	100	100
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2062	100	100	100
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2064	100	100	100
2065	100	100	100
2066	100	100	100
2067	100	100	100
2068	100	100	100
2069	100	100	100
2070	100	100	100
2071	100	100	100
2072	100	100	100
2073	100	100	

High Low	Stock	±	Chg	High Low	Stock	Price	±	Chg
144	St. Montreal 32	13 1/2	...	49	25	12	2	1
145	St. Paul 32	13 1/2	...	49	25	12	2	1
146	St. Paul 32	13 1/2	...	49	25	12	2	1
147	St. Paul 32	13 1/2	...	49	25	12	2	1
148	St. Paul 32	13 1/2	...	49	25	12	2	1
149	St. Paul 32	13 1/2	...	49	25	12	2	1
150	St. Paul 32	13 1/2	...	49	25	12	2	1
151	St. Paul 32	13 1/2	...	49	25	12	2	1
152	St. Paul 32	13 1/2	...	49	25	12	2	1
153	St. Paul 32	13 1/2	...	49	25	12	2	1
154	St. Paul 32	13 1/2	...	49	25	12	2	1
155	St. Paul 32	13 1/2	...	49	25	12	2	1
156	St. Paul 32	13 1/2	...	49	25	12	2	1
157	St. Paul 32	13 1/2	...	49	25	12	2	1
158	St. Paul 32	13 1/2	...	49	25	12	2	1
159	St. Paul 32	13 1/2	...	49	25	12	2	1
160	St. Paul 32	13 1/2	...	49	25	12	2	1
161	St. Paul 32	13 1/2	...	49	25	12	2	1
162	St. Paul 32	13 1/2	...	49	25	12	2	1
163	St. Paul 32	13 1/2	...	49	25	12	2	1
164	St. Paul 32	13 1/2	...	49	25	12	2	1
165	St. Paul 32	13 1/2	...	49	25	12	2	1
166	St. Paul 32	13 1/2	...	49	25	12	2	1
167	St. Paul 32	13 1/2	...	49	25	12	2	1
168	St. Paul 32	13 1/2	...	49	25	12	2	1
169	St. Paul 32	13 1/2	...	49	25	12	2	1
170	St. Paul 32	13 1/2	...	49	25	12	2	1
171	St. Paul 32	13 1/2	...	49	25	12	2	1
172	St. Paul 32	13 1/2	...	49	25	12	2	1
173	St. Paul 32	13 1/2	...	49	25	12	2	1
174	St. Paul 32	13 1/2	...	49	25	12	2	1
175	St. Paul 32	13 1/2	...	49	25	12	2	1
176	St. Paul 32	13 1/2	...	49	25	12	2	1
177	St. Paul 32	13 1/2	...	49	25	12	2	1
178	St. Paul 32	13 1/2	...	49	25	12	2	1
179	St. Paul 32	13 1/2	...	49	25	12	2	1
180	St. Paul 32	13 1/2	...	49	25	12	2	1
181	St. Paul 32	13 1/2	...	49	25	12	2	1
182	St. Paul 32	13 1/2	...	49	25	12	2	1
183	St. Paul 32	13 1/2	...	49	25	12	2	1
184	St. Paul 32	13 1/2	...	49	25	12	2	1
185	St. Paul 32	13 1/2	...	49	25	12	2	1
186	St. Paul 32	13 1/2	...	49	25	12	2	1
187	St. Paul 32	13 1/2	...	49	25	12	2	1
188	St. Paul 32	13 1/2	...	49	25	12	2	1
189	St. Paul 32	13 1/2	...	49	25	12	2	1
190	St. Paul 32	13 1/2	...	49	25	12	2	1
191	St. Paul 32	13 1/2	...	49	25	12	2	1
192	St. Paul 32	13 1/2	...	49	25	12	2	1
193	St. Paul 32	13 1/2	...	49	25	12	2	1
194	St. Paul 32	13 1/2	...	49	25	12	2	1
195	St. Paul 32	13 1/2	...	49	25	12	2	1
196	St. Paul 32	13 1/2	...	49	25	12	2	1
197	St. Paul 32	13 1/2	...	49	25	12	2	1
198	St. Paul 32	13 1/2	...	49	25	12	2	1
199	St. Paul 32	13 1/2	...	49	25	12	2	1
200	St. Paul 32	13 1/2	...	49	25	12	2	1

BANKS AND HIRE PURCHASE

[illegible]

65	Mercer, S...	75	-1	3.03	-	6
200	Midland	225	-10	11.47	29	7
655	Do. 31.93.00	675	-11	671.8%	150	13

[illegible]

Hire Purchase, etc.

[illegible]

BEERS, WINES AND SPIRITS

45	Allied Bros.	479	+2	13.52	1.71	8.14	8.5	623	110	DePue's	1119	0	370%	1.14	1.14
47	Amul Post-Prlop	88	+	1.95	1.0	16.7	9.6	626	256	Umo. Chem. Cl	2219	0	348%	3.4	8.8
48	Base Ch'ptn	81	+	13.94	2.5	8.5	8.1	628	256	De. SW's	2219	0	348%	3.4	8.8
49	Best Amer. Co.	77	+	15.26	1.4	6.3	6.1	631	256	Waco Chem.	2219	0	348%	3.4	8.8
50	Boddingtons	87	+1	13.95	2.5	8.5	8.1	636	256	Waco Chem.	2219	0	348%	3.4	8.8
51	Brown (Matthew)	87	+	13.95	2.5	8.5	8.1	636	256	Waco Chem.	2219	0	348%	3.4	8.8
52	Butler Bros.	87	+	13.95	2.5	8.5	8.1	636	256	Waco Chem.	2219	0	348%	3.4	8.8
53	Bulmer's P.	76	-	6.51	2.5	9.5	6.7	641	31	Flavay 10p	38	2	1.15	2.8	
54	Baronwood	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
55	Bell & Howell	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
56	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
57	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
58	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
59	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
60	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
61	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
62	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
63	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
64	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
65	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
66	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
67	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
68	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
69	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
70	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
71	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
72	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
73	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
74	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
75	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
76	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
77	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
78	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
79	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
80	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
81	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
82	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
83	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
84	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
85	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
86	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
87	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
88	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
89	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
90	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
91	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
92	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
93	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
94	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
95	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
96	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
97	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
98	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
99	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
100	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
101	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
102	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
103	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
104	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
105	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
106	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
107	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
108	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
109	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
110	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
111	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
112	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
113	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
114	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
115	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
116	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
117	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
118	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
119	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
120	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
121	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
122	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
123	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
124	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
125	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
126	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
127	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
128	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
129	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
130	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
131	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
132	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
133	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
134	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
135	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
136	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
137	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
138	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
139	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
140	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
141	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
142	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
143	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
144	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
145	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	31	Flavay 10p	38	2	1.15	2.8	
146	Clark (Matthew)	87	+	13.95	2.5	8.5	8.1	641	3						

BUILDING INDUSTRY. TIMBER

[illegible]**DRAPERY AND STORES—Continued**

High	Low	Stock	20	30	40	50	60	70	80	90	100	110	120	130	140	150	160	170	180	190	200	210	220	230	240	250	260	270	280	290	300	310	320	330	340	350	360	370	380	390	400	
18 1/2	18 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344	354	364	374	384	394	404
19 1/2	19 1/4	Reedley 30	11.42	39.11	6.0	4.0	52	62	74	84	94	104	114	124	134	144	154	164	174	184	194	204	214	224	234	244	254	264	274	284	294	304	314	324	334	344						

ELECTRICAL AND RADIO

[illegible]

108	Petrow Hdg Rpt	114	87.0	2.9	9.4
13	Phillips Fin. 54%	548	Q54%	6	025
107	Phillips La. Fl. 10	927	-13	014%	1.5

[illegible]

1. *Journal of the American Medical Association*, 1997; 277: 1033-1038.

[illegible]

17	Anglo-Swiss	18	—	—	—
78	Ash & Lacy	81	65.94	3.0	11.3
41	Am British 1200	41	—	—	—

21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100																				
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
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81 ₂	Boyer Peachick Sp.	24	---	H1.62	1.1	10.4
41	Birmid Quakast.	46 ₁ ₂	-1	3.63	2.1	12.0
47	Bismark Mint	50	-	3.92	1.4	12.1

[illegible]

HOTELS-Continued

1936	1937	1938	1939	1940	1941	1942	1943	1944	1945	1946	1947	1948	1949	1950	1951	1952	1953	1954	1955	1956	1957	1958	1959	1960	1961	1962	1963	1964	1965	1966	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	2101	2102	2103	2104	2105	2106	2107	2108	2109	2110	2111	2112	2113	2114	2115	2116	2117	2118	2119	2120	2121	2122	2123	2124	2125	2126	2127	2128	2129	2130	2131	2132	2133	2134	2135	2136	2137	2138	2139	2140	2141	2142	2143	2144	2145	2146	2147	2148	2149	2150	2151	2152	2153	2154	2155	2156	2157	2158	2159	2160	2161	2162	2163	2164	2165	2166	2167	2168	2169	2170	2171	2172	2173	2174	2175	2176	2177	2178	2179	2180	2181	2182	2183	2184	2185	2186	2187	2188	2189	2190	2191	2192	2193	2194	2195	2196	2197	2198	2199	2200	2201	2202	2203	2204	2205	2206	2207	2208	2209	2210	2211	2212	2213	2214	2215	2216	2217	2218	2219	2220	2221	2222	2223	2224	2225	2226	2227	2228	2229	2230	2231	2232	2233	2234	2235	2236	2237	2238	2239	2240	2241	2242	2243	2244	2245	2246	2247	2248	2249	2250	2251	2252	2253	2254	2255	2256	2257	2258	2259	2260	2261	2262	2263	2264	2265	2266	2267	2268	2269	2270	2271	2272	2273	2274	2275	2276	2277	2278	2279	2280	2281	2282	2283	2284	2285	2286	2287	2288	2289	2290	2291	2292	2293	2294	2295	2296	2297	2298	2299	2300	2301	2302	2303	2304	2305	2306	2307	2308	2309	2310	2311	2312	2313	2314	2315	2316	2317	2318	2319	2320	2321	2322	2323	2324	2325	2326	2327	2328	2329	2330	2331	2332	2333	2334	2335	2336	2337	2338	2339	2340	2341	2342	2343	2344	2345	2346	2347	2348	2349	2350	2351	2352	2353	2354	2355	2356	2357	2358	2359	2360	2361	2362	2363	2364	2365	2366	2367	2368	2369	2370	2371	2372	2373	2374	2375	2376	2377	2378	2379	2380	2381	2382	2383	2384	2385	2386	2387	2388	2389	2390	2391	2392	2393	2394	2395	2396	2397	2398	2399	2400	2401	2402	2403	2404	2405	2406	2407	2408	2409	2410	2411	2412	2413	2414	2415	2416	2417	2418	2419	2420	2421	2422	2423	2424	2425	2426	2427	2428	2429	2430	2431	2432	2433	2434	2435	2436	2437	2438	2439	2440	2441	2442	2443	2444	2445	2446	2447	2448	2449	2450	2451	2452	2453	2454	2455	2456	2457	2458	2459	2460	2461	2462	2463	2464	2465	2466	2467	2468	2469	2470	2471	2472	2473	2474	2475	2476	2477	2478	2479	2480	2481	2482	2483	2484	2485	2486	2487	2488	2489	2490	2491	2492	2493	2494	2495	2496	2497	2498	2499	2500	2501	2502	2503	2504	2505	2506	2507	2508	2509	2510	2511	2512	2513	2514	2515	2516	2517	2518	2519	2520	2521	2522	2523	2524	2525	2526	2527	2528	2529	2530	2531	2532	2533	2534	2535	2536	2537	2538	2539	2540	2541	2542	2543	2544	2545	2546	2547	2548	2549	2550	2551	2552	2553	2554	2555	2556	2557	2558	2559	2560	2561	2562	2563	2564	2565	2566	2567	2568	2569	2570	2571	2572	2573	2574	2575	2576	2577	2578	2579	2580	2581	2582	2583	2584	2585	2586	2587	2588	2589	2590	2591	2592	2593	2594	2595	2596	2597	2598	2599	2600	2601	2602	2603	2604	2605	2606	2607	2608	2609	2610	2611	2612	2613	2614	2615	2616	2617	2618	2619	2620	2621	2622	2623	2624	2625	2626	2627	2628	2629	2630	2631	2632	2633	2634	2635	2636	2637	2638	2639	2640	2641	2642	2643	2644	2645	2646	2647	2648	2649	2650	2651	2652	2653	2654	2655	2656	2657	2658	2659	2660	2661	2662	2663	2664	2665	2666	2667	2668	2669	2670	2671	2672	2673	2674	2675	2676	2677	2678	2679	2680	2681	2682	2683	2684	2685	2686	2687	2688	2689	2690	2691	2692	2693	2694	2695	2696	2697	2698	2699	2700	2701	2702	2703	2704	2705	2706	2707	2708	2709	2710	2711	2712	2713	2714	2715	2716	2717	2718	2719	2720	2721	2722	2723	2724	2725	2726	2727	2728	2729	2730	2731	2732	2733	2734	2735	2736	2737	2738	2739	2740	2741	2742	2743	2744	2745	2746	2747	2748	2749	2750	2751	2752	2753	2754	2755	2756	2757	2758	2759	2760	2761	2762	2763	2764	2765	2766	2767	2768	2769	2770	2771	2772	2773	2774	2775	2776	2777	2778	2779	2780	2781	2782	2783	2784	2785	2786	2787	2788	2789	2790	2791	2792	2793	2794	2795	2796	2797	2798	2799	2800	2801	2802	2803	2804	2805	2806	2807	2808	2809	2810	2811	2812	2813	2814	2815	2816	2817	2818	2819	2820	2821	2822	2823	2824	2825	2826	2827	2828	2829	2830	2831	2832	2833	2834	2835	2836	2837	2838	2839	2840	2841	2842	2843	2844	2845	2846	2847	2848	2849	2850	2851	2852	2853	2854	2855	2856	2857	2858	2859	2860	2861	2862	2863	2864	2865	2866	2867	2868	2869	2870	2871	2872	2873	2874	2875	2876	2877	2878	2879	2880	2881	2882	2883	2884	2885	2886	2887	2888	2889	2890	2891	2892	2893	2894	2895	2896	2897	2898	2899	2900	2901	2902	2903	2904	2905	2906	2907	2908	2909	2910	2911	2912	2913	2914	2915	2916	2917	2918	2919	2920	2921	2922	2923	2924	2925	2926	2927	2928	2929	2930	2931	2932	2933	2934	2935	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